

JOHN STEPHENS

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

ITALY

Handicapped by its railway service

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Tuesday June 26 1990

## World News

### Lithuania to consider U-turn on independence

Lithuania's parliament today considers whether to freeze its independence declaration temporarily in return for secession talks with Moscow.

However, no quick decision is likely because of public suspicion of the Kremlin, according to officials in Vilnius, the capital. Page 3

**More shocks in Iran**  
Fresh aftershocks rattled earthquake-devastated northern Iran, sending survivors fleeing for open ground and triggering landslides that hampered rescue efforts. The death toll from Thursday's big quake is still climbing and officials expect it to pass 50,000. Page 7

**London bombing**  
An explosion ripped through an exclusive club in the heart of London frequented by members of Britain's ruling Conservative Party. The blast in the ground floor of the Carlton Club caused fire to spread throughout the building, hampering the recovery operation.

**Talks scheduled**  
Pakistan and India are to hold talks on the disputed state of Kashmir, where at least 700 people have died in fighting this year. The meeting, in the Pakistani capital of Islamabad, will be held in second week of July. Page 3

**Germans move west**  
More than a quarter of Romania's ethnic German community has left the country for the Federal Republic in what amounts to a massive vote of no confidence in its new government. Page 3

**Shamir appeals**  
Yitzhak Shamir, the Israeli Prime Minister, has appealed to Soviet President Mikhail Gorbachev not to ban Arab pressure from off the flow of Soviet Jewish immigrants to Israel. Page 7

**Alleged spies held**  
West Germany said it has arrested five people since the end of May on suspicion of spying for East Germany.

**Zambians rebel**  
Police used teargas and live ammunition to disperse rioters who went on the rampage in central Lusaka in protest against a sharp increase in Zambian food prices. Page 22

**Gummen steal \$4m**  
Five masked gunmen broke into a railway postal depot in Alessandria, Italy, and got away with £5bn (3m) in cash, cheques and valuables after tying up night workers. Page 22

**Yugoslavian warning**  
The President of Serbia, Yugoslavia's biggest republic, warned that the country would fall apart if the present federal system were changed. Page 3

**Berlin for capital**  
The mayors of East and West Berlin came to Bonn to make a joint claim for Berlin as capital of a united Germany as poll evidence indicates that enthusiasm for the move is dropping. Page 2

**Mafia chief killed**  
Grenades pumped at least 20 bullets into the head and body of Italian Mafia boss Giuseppe Oliviero as he lay asleep in his Naples hospital room.

**Mercouri for mayor**  
Melina Mercouri, 65, Greece's popular actress turned fiery Socialist politician, will seek to become mayor of Athens in elections in October.

**Not our fault**  
Officials who run the Cyprus state lottery say a machine fault that made most of the tickets worthless was not their mistake. For two years, only one ticket in five was actually being included in the draw. Page 26

## Business Summary

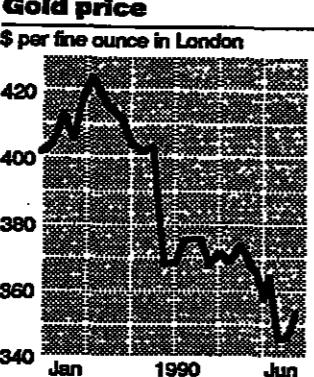
### American Express plans new European HQ in London

By David Buchan, Philip Stephens and Kieran Cooke in Dublin

American Express, the large US travel and financial services group, announced plans to locate its new European headquarters at Canary Wharf, the large commercial development in London's Docklands. But Merrill Lynch, the US brokerage firm, said it had decided to cancel earlier plans to take space after failing to reach agreement with the developers. Page 22

**Markets**: recent aggressive sales out of the Middle East had damaged the gold market said Robert Guy, a director of N.M. Rothschild & Sons.

#### Gold price



Meanwhile, Brazil has contributed to the recent sharp fall in the gold price by selling 137 tonnes of the precious metal in the international market since February. Page 42; World Stock Markets: Back Page, section II

**EUROPEAN Commission** underlined its determination to stop West Germany imposing a controversial tax on trucks from the start of next month. Page 22

**MICHELIN**, world's largest tyre group, announced that it would shed 2,260 jobs, 4.6 per cent of its French workforce, because of a fall in demand the French and US car industries. Page 23

**SIEBE**, acquisitive UK controls, engineering and safety equipment group, emerged as the successful bidder for Foxboro, the Massachusetts-based supplier of process automation and control equipment. Page 23; Lex, Page 22

**TEKAN** corporate raider, T. Boone Pickens and Koto Manufacturing, the Japanese automotive parts maker in which he has bought a 26 per cent stake, have engaged in a war of words in advance of the company's annual meeting on Thursday. Page 27

**ELDERS XLI**, troubled Australian brewing conglomerate, reached a key stage in its asset disposal programme by agreeing the A\$622m sale of its controlling stake in Elders Resources NZFF. Page 24

**JAPANESE** and US negotiators were unable to settle outstanding disputes in what is intended to be the last round of bilateral negotiations to remove "structural impediments" to trade. Page 4

**CATERPILLAR**, world's largest maker of earthmoving equipment said second-quarter net income would probably drop to less than half its first-quarter level because of a dramatic decline in results from its Brazilian operations. Page 26; Lex, Page 22

**SAMSUNG**, South Korea's largest conglomerate, is to start producing trucks following an agreement with Nissan Diesel of Japan to supply technology. Page 27

**HONEYWELL**, US controls maker, welcomed two legal developments that should speed up its much delayed patent infringement case against Minolta, the Japanese camera manufacturer. Page 26

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Section II

A Japanese son lights the fire of nationalism under talks with US

Shintaro Ishihara (left) is probably Japan's most maverick politician. An MP of 22 years standing, he has recently emerged as the self-appointed bearer of the torch of Japanese nationalism

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## EUROPEAN NEWS

## Maggie mutes a martial EC summit tune

THERE WERE no blazing rows. Mrs Margaret Thatcher knows that the public displays of intense irritation with her European partners that used to win her "Maggie triumphs" headlines in Britain's tabloid newspapers are no longer appropriate. Now, they would risk front pages with headlines declaring "Maggie isolated".

So at yesterday's Dublin summit, the British Prime Minister raised not a hint of objection when the European Community set December dates for its inter-governmental conferences on economic and monetary union and political union. Nor did a brief, acerbic exchange with President François Mitterrand about their two countries' respective economic performances sour a generally cordial atmosphere.

The tensions, however, are still clearly visible just below the surface — inescapable between a leader whose

vision remains one of a confederation of sovereign states co-operating freely but only when they need to, and European colleagues who by and large share the federalist vision of Mr Mitterrand.

The tone may have been softer but Mrs Thatcher did little yesterday to dis-

By Philip Stephens,  
Political Editor

guise the differences. Her presentation of proposals from Mr John Major, her Chancellor of the Exchequer, for the creation of a new "hard" European currency unit as a possible alternative to the Delors prescription for EMU was accompanied by a blunt refusal to contemplate a single currency.

That, she told the summit, might be something to be considered in 20 years or so, but for now finance ministers

could not even agree on what would be the main priorities of the Eurobond (European central bank) which was supposed to control such a currency.

On a more positive note, she repeated her commitment to full participation in the European monetary system. She then rather undercut the gesture by reminding the summit how the Bretton Woods system had broken down.

Mrs Thatcher's stance on the need to lift sanctions against South Africa and her distinctly cautious approach to aid for the Soviet Union were also less distant from her colleagues than the rhetoric suggested. But if some in other delegations privately welcomed some of the sceptical caution that has become ingrained in Britain's approach to Europe, it was hard to escape the sense that they will press ahead regardless.

Yesterday, Mrs Thatcher kept her options open; but the hard choices have been delayed rather than disposed of.

## European leaders swept along by an irresistible tide

By David Buchan in Dublin

AT LAST it's official: the 13 European Community states will convene in two inter-governmental conferences (IGCs) on political and monetary union within hours of each other in Rome on December 14 and 15.

Such is the air of inevitability that closer EC integration has acquired in recent months that — though these IGCs may have momentous consequences — their formal convening yesterday was quietly procedural. There was only a flash of real debate on the substance between Britain on the one hand, and France and Belgium on the other, in the brief debate on economic and monetary union (EMU).

EC leaders performed as predicted, calling the political union IGC to start in tandem under Italy's presidency — with the EMU conference that had effectively been decided on a year ago in Madrid.

By contrast, it was only in March that talk of writing new political reforms into the EC treaties first surfaced. But yesterday all EC leaders, including Mrs Margaret Thatcher, were able to accept the same thing-for-everyone agenda proposed by foreign ministers.

This document (a list of questions rather than answers) will serve as the basis for the Rome negotiations, though foreign ministers will continue churning over the subject matter through the autumn.

Stating that the Community must respect members' national identities by doing at the EC level only what is best done there, the document also calls for negotiation on:

- better democratic control of the EC's workings by possibly extending the European Parliament's amending power (as stressed by Chancellor Helmut Kohl yesterday), while also trying to involve national parliaments more (emphasised not only by Mrs Thatcher but also by Mr Paul Schäfer, the Danish prime minister);

• greater efficiency by, among other things, beefing up the powers of the Commission and the Court of Justice to ensure member states apply the EC laws they pass;

• a higher international profile for the EC, perhaps by welding together the machinery by which the 12 make traditional EC policy (on trade, for instance) and co-operate on other foreign policy aspects (security).

The overriding question in all this is whether the EC moves towards a federalism (implying a single, if decentralised, system of government) or back towards a standard inter-governmental organisation.

The outcome is anything but clear, with President Mitterrand yesterday calling on the EC to push towards its "federal finality" but also claiming for the European Council (the summit organisation of the 12 states) the "motor" role of further integration.

Mrs Thatcher has an ally in the political debate, it is now Mr Aníbal Cavaco Silva, the Portuguese premier, who backed her yesterday in demanding respect for national identities and saying the European Parliament should not be allowed to run ahead of the Council in getting new power.

But in the EMU debate, where she has greater need of allies, Mrs Thatcher has none. Only two leaders, Mr Mitterrand and Prime Minister Wilfried Martens of Belgium, fully support her plan for a "hard EC" as falling well short of real.

Accused by Mrs Thatcher of hooking the franc to the D-Mark and therefore getting low inflation at high unemployment, the French president bristled and said Mrs Thatcher had done "ulterior motives" in trying to derail monetary union with her EC plan.

"I have never been accused of anything so subtle as that, being so direct, outward-going and frank," she responded.



Guests at the top table: East Germany's Prime Minister Lothar de Maizière (centre) and his Foreign Minister, Markus Michel, with Irish protocol chief, Thelma Dunn

By David Buchan

DUTCH Prime Minister Ruud Lubber yesterday sprang on the EC to push towards its "federal finality" but also claiming for the European Council (the summit organisation of the 12 states) the "motor" role of further integration.

The essence of the scheme would be a "European" concession system which could provide political safeguards for the transport of products and sales across national borders, thereby ensuring access to both reserves and markets.

Energy integration between both halves of Europe, claimed Mr Lubber, "could politically

later during the two-day Dublin summit, is tied into the Dutch Government's idea that Soviet gas could be stored in its ample gas network to serve as commodity collateral for western loans to the Soviet Union.

A senior British official described the Dutch energy community scheme as "interesting" because it accords with what we have been saying about the Soviet Union having untold resources but difficulty in unlocking them".

Energy integration between both halves of Europe, claimed Mr Lubber, "could politically

serve the same purpose" as the European Coal and Steel Community set up in 1952 to bind the ancient enemies, France and West Germany, together.

It would also give western Europe more access to environmentally-undamaging Soviet gas, while diversifying its sources of energy away from the Middle East.

Dutch officials say Gasunie, the joint venture between Shell and Esso, has long wanted to sell Soviet gas, now

the Dutch gas fields are running down and given that Norwegian gas reserves are less than those of the Soviet Union.

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The statement, discussed yesterday, calls for a range of directives to curb dangerous emissions, stop pollution, and improve disposal of hazardous wastes. But it eschews any new EC-wide targets for emissions of the chief pollutants — CFCs and CO<sub>2</sub>, which threaten

the ozone layer and stimulate global warming.

In a call for faster decision-making on environmental law, the declaration says the forthcoming Inter-governmental Conference on political union should consider extending majority voting to "green issues".

For the short term, it urges the Environment Council to move quickly to implement directives on motor vehicle emissions, protection of natural habitats, pollution by nitrates, and disposal of waste water. These should be followed by directives on trans-frontier shipment of hazardous wastes, ecological labelling, emissions from diesel engines, and carbon dioxide emissions.

The EC should lead in promoting adoption by the UN Conference on Environment and Development of a "comprehensive code" guaranteeing the right to clean air, unpolluted waters and clean food.

EC LEADERS will today commit themselves to step up efforts to protect the environment, with a lengthy statement of principles to guide further EC legislation.

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The new legislation revamps a 1983 incentives law which failed to attract big foreign investors.

Under the revised law, incentives will focus on investments involving new technology,

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## Lithuanians consider freeze of independence declaration

By Leyla Boulton in Moscow

LITHUANIA'S parliament today considers whether to freeze its independence declaration temporarily in return for secession talks with Moscow.

No quick decision is likely because of public suspicion of the Kremlin, according to officials in Vilnius, the capital.

Under a compromise proposed two weeks ago by President Mikhail Gorbachev, Lithuania would need to suspend its declaration only for the duration of negotiations.

"The proposal will be neither rejected nor approved," promised Mr Vytautas Katinis, deputy editor of *Gymnasis Krasas*, a pro-independence newspaper. "In principle, people see the need for some sort of compromise, but they won't accept a moratorium without some guarantees from Moscow, and there are none."

Sajudis, the pro-independence movement which claims

the loyalty of two-thirds of parliament's deputies, has already come out against any suspension of the declaration. But a spokeswoman said yesterday that it was not clear how deputies would vote.

Professor Kazimieras Antanavicius, the social-democratic chairman of parliament's economic affairs committee, said he believed deputies would eventually accept a compromise.

"I think that after long discussions, debates and arguments, the parliament will accept the formula of a moratorium because there is no other way out," he said in a telephone interview.

Professor Antanavicius, who said half his Sajudis colleagues supported a deal, dismissed fears that the proposed moratorium was a dangerous trap. "A moratorium is not binding and if Gorbachev and the Kremlin deceive us, we will

reap a dividend from this," he said. "Whereas if we do nothing, we will be the ones to look awkward in the eyes of the world."

Lithuania's leadership, cautiously supporting the proposal in public, has also demanded an immediate end to Moscow's crippling economic sanctions.

Mr Romualdas Silkorkis, the Finance Minister, was quoted as saying that Moscow's embargo had cost Lithuania more than Rb100m. Mr Nikolai Ryzhikov, the Soviet Prime Minister, has said the blockade would be lifted as soon as negotiations started.

Illustrating the hostility of some Lithuanians towards any deal with Moscow, one radical slogan daubed outside the parliament building last week suggested the Lithuanian government was under orders from the KGB and the Soviet Communist Party.

## Romania's ethnic Germans seek opportunity in the west

By Owen Bennett-Jones in Bucharest

MORE than a quarter of Romania's centuries old ethnic German community has left the country for the Federal Republic in what amounts to a massive vote of no confidence in its newly elected government.

Hundreds, even thousands, more Germans hoping to secure visas, gather daily outside the embassy in Bucharest. "I expect that by the end of 1991, 50 per cent of the 200,000-strong German population will have left," says Mr Klaus Brinckmann, an official in the West German Embassy.

The Romanian Government is anxious to stem the flow of one of the country's more educated minorities. Mr Adrian Motiu, the Secretary of State with responsibility for minorities, believes that the exodus can be reversed.

He stresses that the Germans started to leave under the Ceausescu regime and argues that the blame for the Germans' desire to leave lies with the former dictator. "The

post-revolutionary government is co-operating with the West German Government to create financial conditions which might persuade the Germans to stay," Mr Motiu said.

But so far the two governments' efforts have been in vain. The village of Bertan, outside the Transylvanian city of Sibiu (Hermannstadt as the Germans call it), used to be the home of 900 families. Since the revolution 800 of those families have emigrated. The remainder now feel so isolated that they too are considering leaving.

The Germans are not giving different reasons for their move. Many had already applied to leave under the Ceausescu regime but it is only now that they have a good chance of getting a visa. Most already have relatives and friends in West Germany. Others say that they don't believe that democracy is assured in Romania.

Few admit that they are seeking only a better standard of living but there is no doubt

that secretly many Romanian Germans yearn for opportunities West Germany provides.

There are two significant German populations in Romania. The Swabian Germans came 250 years ago and live in the Banat, an area in south-western Romania. But the Saxon Germans who live in Transylvania have been in Romania for 850 years. The Germans have traditionally enjoyed good relations with the majority Romanian population.

Non-governmental groups in West Germany are sceptical that the emigrants realise how difficult life will be in the West. Helga Blumberg works with a West German Protestant church group trying to forge links with German churches in Romania.

She believes that many Romanian Germans will be disappointed with their new life: "They have given up their communities and their homes and many are finding it difficult to establish roots in West Germany."



Italian railways are among the most inefficient in Europe. But is the creaking locomotive finally leaving the station?

## Blocked lines on Italy's railways

ANONYMOUS SEEKING the most perfect symbol for the inefficiencies, waste, politicisation and corruption of Italian public administration need look no further than the Ferrovie dello Stato (FS), the Italian national railways. By one means or another, the FS consumes around L15,000bn (£12.18bn) of taxpayers' money a year, offers a mediocre service except for inter-city express, is highly bureaucratised and crudely exploited by politicians.

The absence of any convincing strategy over several decades is why the railways have a much lower share of the transport market for people (13 per cent) and goods (12 per cent) than its equivalents elsewhere in Europe. Its costs and inefficiencies are a crucial structural handicap for the Italian economy which every independent analysis suggests will be an awkward penalty at the opening of the European Community's new internal market.

Mr Lorenzo Neci, the former president of Enimont, the troubled public-private chemicals industry joint venture, is about to step into this quagmire. He succeeds Mr Mario Schimberni, whose "company doctor" reputation was forged by his turnaround of the Montedison group.

Mr Schimberni's "temporary" appointment in November, 1988 - he accepted the post of special administrator for three months and stayed 18 months - signified that the Government wanted a professional, market-oriented approach to railway management. Mr Neci's succession would seem to sustain the commitment.

But signals are one thing in Italy, political parties were unable to agree among themselves. The Government has needed more than a year to adopt a draft law establishing the FS as an *ente economico* which promises management a greater freedom from political control.

However, it is by no means clear that this principle will survive parliamentary assaults by politicians for whom the railways are a source of public patronage and private convenience (like the Rome-Milan sleeper service which makes a detour on political request to Genoa, and other ser-

vices specifically designed to deliver parliamentarians to and from the capital). Until the new law is passed, which will take many months, the FS will continue to be run by a special administrator subject to almost daily interference by the Transport Minister and his officials. Mr Neci's inheritance, however, is far better than Mr Schimberni's because the latter can argue, with some justice, to have at least laid the foundations of a more market-oriented organisation.

When he was invited to step in by the then Prime Minister, Mr Ciriaco De Mita, the railways' management was on its

A new man is about to take over the driver's seat. His predecessor's achievements are examined by John Wyles

knees with its president, Mr Ludovico Ligato (subsequently murdered last summer, probably by the Calabrian mafia), and most of its board having resigned because of corruption investigations.

Mr Schimberni says he found a management culture with little sense of the market, and bureaucratic practices which kept managers out of the day-to-day management circulation, partly to avoid making decisions. In pursuit of a cultural revolution he insisted that consumers of railway services should be known as "customers" rather than "users," and set about reorganising the management, bringing greater transparency to its relations with suppliers and trying to identify priorities. "I decided that the entire network was under-used by 25-30 per cent and that more and faster services were needed."

But Mr Schimberni found his freedom to pursue his objectives severely limited not only by the Transport Ministry's right to have the last word on most matters of detail, but also by the unions' acquired rights to approve an extraordinarily wide range of management decisions.

For this reason he insists that "getting the structural decisions right" is the key issue. The Government should decide the

general direction of railway policy but management must have wide freedom to pursue commercial strategies. During his period in office, Mr Schimberni's efforts have been directed, with only partial success, at winning political approval for a strategy whose first priority was the development of goods traffic.

Above all, Mr Schimberni's argument with the two Transport Ministers with whom he has had to deal - Mr Giorgio Santuz and now Mr Carlo Bernini - has been over the FS investment programmes. He politely refers to the politicians' tendency to build in "social considerations at the expense of efficiency," but the result has been that the Schimberni investment plan has been grossly inflated by his political interlocutors.

In May last year, Mr Santuz accepted a 10-year investment programme of L46,500bn (£36bn) which Mr Schimberni forecast would cut the state's total subsidy by up to 72 per cent at the end of the period. By last November, retouching by the ministry pushed the total up to L59,700bn. By May this year, risen to L62,600bn after parliament had voted on its preference. The actual figure, including VAT and infrastructure renewal, will probably be closer to a breathtaking, and highly unlikely, L125,000bn.

According to Mr Schimberni's analysis, the programme adopted by the Government finishes by favouring passenger rather than goods traffic, pushes up rather than reduces running costs and increases the railways' financial dependence on the state. Obviously, such an approach is incompatible with the broader aim of reducing the public sector deficit and is unlikely to survive the growing pressure on public finances.

More durable, however, are the expected benefits of the recent, highly generous, pay and conditions contract by which Mr Schimberni has bought out the unions' obstructive role in day-to-day management. In conjunction with the early retirement of around 30,000 of the railways' 210,000 employees, he believes that this will yield productivity increases of around 30 per cent over the next three years.

## Milosevic fires warning shot over borders

By Laura Silber in Belgrade

THE PRESIDENT of Yugoslavia's biggest republic yesterday warned that the country would fall apart if the present federal system were changed.

In what amounted to a threat to the other five republics, Mr Slobodan Milosevic, the president of Serbia, said that if the federation were changed to a confederation, Serbia's borders would become "an open political question."

His uncompromising comments follow suggestions by Slovenia and Croatia, the two western republics of Yugoslavia, that the republics' rights should be strengthened at the expense of the central federal authorities.

This would weaken the political clout of Serbia, where nationalists and Communists are locked in a bitter battle over the timing of the republic's first, free and multi-party elections.

Yesterday, in his televised address to the Serbian parliament, Mr Milosevic clearly aimed his message at the 2.5m Serbs who live in the western republics of Croatia and the central republic of Bosnia-Herzegovina.

He said: "In the event of change to the federal system, Serbia would have to be an independent state."

Liberal Serb intellectuals interpret this as attempts by the leadership to expand its borders in those regions which include Serbs.

In an attempt to rally Serbs around him, Mr Milosevic proposed a republic-wide referendum "for citizens to take a stance on the new constitution which is the only way to guarantee the equal rights of all citizens in Serbia."

The new constitution, while paving the way for multi-party elections, would at the same time, curb even further the autonomy of the provinces of Kosovo and Vojvodina.

In the event, if both provinces were reintegrated fully in Serbia, the votes of both provinces would carry little weight and might help Mr Milosevic retain power.

**METRES UNTIL THEY MEET.\***

**EURO TUNNEL**

**A BREAKTHROUGH FOR BRITAIN.**

\*Metres to be bored in the service tunnel (one of three tunnels under construction) as at 24.6.90. The system is expected to be operational in 1993.

## WORLD TRADE NEWS

## Japan, US still at odds in trade impediment talks

By Robert Thomson in Tokyo

JAPANESE and US negotiators were unable to settle outstanding disputes yesterday in what is intended to be the last round of bilateral negotiations to remove "structural impediments" to trade.

The first day of the scheduled two-day Structural Impediments Initiative (SII) talks was devoted to the US list of complaints about Japanese policies, but a member of the US delegation said none of the most important issues had been resolved last night.

Today's talks are due to be given over to Japanese suggestions for US reforms to increase the country's competitiveness and reduce a \$49bn (22.5m) bilateral trade deficit, though US proposals will again be the centre of attempts to draft a final SII report.

The US delegation official said that disputes remained on Japanese policies on land use, public investment, corporate groupings, and pricing mechanisms, all of which have been targeted as structural barriers to balanced trade.

Two hours were spent debating an increase in Japan's planned public investment over the next decade, with US officials insisting that Japan should use a percentage of GNP as a target.

Japanese negotiators argued that such a fixed target would reduce economic policy flexibility and could contribute to

inflation.

"We have never encouraged any government to adopt policies that would increase inflation," the US delegation official told a press briefing.

He said the point of the public investment increase was to improve infrastructure, and to bring savings and investment levels more into balance. US officials rejected a Tokyo proposal to spend ¥415,000bn over the next 10 years, though it is likely that a figure of about ¥460,000bn will be eventually accepted as a target.

Japanese and US officials characterised yesterday's talks as "constructive", but there were indications that the meeting could extend beyond the scheduled two days and that there could be difficulty in producing a final report to present to the Group of Seven summit next month.

Asked if a possible increase in the US bilateral deficit later this year could prompt the US Congress to presume that SII was a failure, the US official said that such a response would be a "shame" because the changes introduced by the talks would be more clearly seen in two to three years.

He emphasised that the SII talks, which began last September, were a "two-way street", and that the US would respond positively to the Japanese suggestions expected today on US corporate behaviour and the budget deficit.

## Italy bank loans for China

HONG KONG-based Italian banks are resuming export credit loans to China after approval from Rome, bankers say. Reuter reports from Hong Kong.

Credito Italiano, majority-owned by the Italian Government, plans to provide export credit lines to two Chinese state-owned banks. An Italian state subsidy scheme, including export credits and soft loans through Italian commercial banks, was frozen after the Tiananmen massacre last June. Some Chinese industrial projects were halted because

the factories involved could not import Italian equipment without export credit loans.

Credito Italiano is handling a \$25m credit line to the Shanghai-based Bank of Communications, and one for \$100m to a state-owned bank. Two Chinese steel plants are expected to receive Italian subsidies to import equipment soon. Banca Nazionale Del Lavoro is managing a loan to the Tianjin Seamless Steel Tube Plant, with Banca Commerciale Italiana managing the Anshan Seamless Steel Tube Plant loan.

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## Third World in bid to lift curbs on workers

DEVELOPING countries moved yesterday to ensure the General Agreement on Trade in Services (Gats), under negotiation in the Uruguay Round, will let foreign workers enter industrialised countries on a temporary basis, to work on construction sites, in hotels and restaurants or supply other labour-intensive services, William Dulfour reports from Geneva.

Five Latin American countries – Argentina, Colombia, Cuba, Mexico and Peru – together with Egypt, India and Pakistan, tabled a draft text of an annex on the temporary movement of services personnel which they proposed should be added to a Gats foreign policy.

In general, it aims at stopping immigration regulations acting as "unnecessary barriers" to trade in services.

Industrial nations would have to let services companies from developing countries operating within their borders draw workers from their home bases under time-limited contracts. Governments would not apply labour certification tests or prior approval procedures to such personnel.

Under the proposed annex, services companies from advanced nations would be able to recruit personnel from "the source economically most advantageous" to them – in other words, developing countries.

The drive to liberalise the \$250bn-a-year world trade in services has come from the US and other trading powers eager to force open markets for their bankers, insurers, computer companies, and other purveyors of sophisticated services.

In return, developing countries have argued the Gats should open the way for expanded exports of the more labour-intensive services in which they have advantages but where immigration controls offer obstacles.

This type of liberalisation would benefit, for instance, Korean, Pakistani and Philippine contractors or guest workers in European restaurants and hotels, but would also apply to people providing professional or management services.

Imports would become more expensive and European companies would lose competitive

## A Japanese son rises against Washington

Stefan Wagstyl on an outspoken nationalist who loves being 'devil incarnate' to the US

MURSHIDARO Ishihara introduces himself with typical flamboyance. "I am the notorious Ishihara, Japan's devil incarnate as they call me in the US. And I love it."

Mr Ishihara is probably Japan's best-known maverick politician, an MP of 22 years standing. He has emerged in the last year, courtesy of one co-authored book and a lot of public speaking, as Japan's most notorious US-basher.

With the two countries this week entering the final round of the umpteenth version of do-as-you-would-be-done-by talks, otherwise known as the Structural Impediments Initiative, it came as no surprise that Mr Ishihara has taken the opportunity to light some nationalist fire under Japan's foreign policy.

He has not, of course, changed the view of the ruling Liberal Democratic Party and of the Japanese public that there is merit in the US-Japan alliance at the cornerstone of Japanese foreign policy.

However, he does strike a chord with those Japanese who think their government is unwilling to stand up to Washington. They include a small minority inside the LDP, where Mr Ishihara can count only 16 supporters in parliament. But his personal popularity, not to mention his skill as a self-publicist, guarantee a wide audience.

He leapt to international prominence last year with the publication of a book, *The Japan That Can Say No*, written with Mr Aiko Morita, the founder of Sony, the electronic company. It is a sweeping attack on US attitudes to Japan. Mr Morita, worried about his reputation in the US, has since had second thoughts about the book.

The Ishihara view is that Japan must come out of American tutelage and become more assertive in the world. At a press conference last week, he said Japan had once again to engage in nationalism. The country had to be "national" before it could be "international", said Mr Ishihara in a characteristically vague flourish.

Racial arguments permeate his thinking. In his book, he claims the only reason the US dropped the atom bomb on Japan, and not on Germany,

was the Americans' "racial attitudes".

"It is my firm conviction that the roots of the US-Japan friction lie in the soil of racial prejudice," he wrote.

Technological progress, he goes on, gives Japan the opportunity to assert itself politically. Japanese microchips are essential for modern weapons. "The more technology advances, the more the US and the Soviet Union will become dependent upon the initiative of the Japanese people."

Now 59, Mr Ishihara enjoyed early fame as a best-selling novelist, while a student. He reveals in his public image – part-politician, part-artist and part-playboy. He loves yachting, motorcycling and tennis and being photographed with television and film stars.

Since entering politics in 1968, he has not allowed himself to be seen in public without the unthinkables.

Ishihara says the unthinkable was the Americans' "racial attitudes".

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membership of the ruling Liberal Democratic Party, which is conservative, to blunt his populist edge. He was one of the first Japanese politicians to support radical economic liberalisation, including of rice production.

"Nobody listened then," he said, "but when the Americans say something everyone listens. It is pitiful."

This radicalism has kept him on the fringe of the LDP inner circle. But he is still seen as a party asset, since he can get away with saying publicly what many of his peers think privately.

Even the Japanese establishment, though it is repelled by his extremism, can acknowledge that the Japanese international presence needs a clearer identity. Thus the ultimate mandarin, Mr Toyoo Goychiro, a former senior finance ministry official, wrote earlier this year: "The thing that concerns me most is the fact that, for all its national strength, Japan still has not acquired the sort of 'national personality' that would make the nations of the world accept her as one of the world's number one industrial power".

Not does he help his cause much by his continued belief in Japanese superiority over other Asian countries. In his book, he wrote that the economic success of South Korea and elsewhere owed something to Japanese colonisation. "We are aware that some negative things happened under Japanese administration but it can not be denied that many positive changes were left behind."

Not all his ideas are neanderthal nationalism and some of his policy prescriptions for the US echo contemporary American thinking. Nor does Mr Ishihara advocate the scrapping of the US-Japan Security Treaty, the basis of bilateral relations for the past 30 years.

However, he believes Japan needs to be more militarily independent, by spending less on American troops in Japan and more on its own forces. But he wants Japan to stay within the framework of US regional and global strategy.

The trouble is that while he stays inside the mainstream on some issues he swims in deep rhetorical waters on others. Even some of those Japanese who most admire Mr Ishihara, have to admit that they do not quite trust him.

And even those Americans who might agree that their children's education leaves something to be desired are sceptical to the suggestion that unfettered access to their bank accounts is against the national interest.

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tion, once again by cutting tariffs and non-tariff barriers, the study suggests. North America would derive net gains of \$35bn and the Asia-Pacific region \$38bn.

By far the greatest gains to the world economy would come from a joint effort at liberalisation by the two trading powers. This would add almost \$400bn to world output, with over half accruing to the EC.

The EC would then lose \$12bn in output, North America \$26bn and the Asia-Pacific region \$15bn.

Even if Europe became a fortress, the US would do better to pursue its own liberalisation

It was inconceivable that in that situation he would find himself able to believe in so generous a favour to his wife. There was no evidence that he had any other means. It could only be concluded that his purpose was to cut his assets out of reach of those who might claim against them.

Mr Maude's claim for the Moons' order was made against Mr Franklin. On June 12, 1989, Mrs Franklin undertook not to sell the house and a flat in Eastbourne bought in joint names in August 1988 until further order, without giving 28 days notice. On February 29, 1990 she gave notice that she wanted to sell the house.

Mr and Mrs Moon now applied for relief under Part XVI of the Insolvency Act, headed "Provisions against debt avoidance".

The £25,000 disposition, the transfer of interest in the house, and the purchase of the Eastbourne flat were gifts and were therefore entered into "at an undervalue" within section 42(1) of the Act. Mrs Franklin might believe them to be acknowledgements of loyalty, but if Mr Franklin's purpose was within section 42(3), an order might be made despite her house.

In evidence, Mr Franklin denied that his insurers were reserving their position under his professional negligence insurance policy in the light of the fact that he was then being sued for negligence in another action by In Focus Promotions. He was facing the criminal charges, the In Focus action, and the threat of action by the Moons. Furthermore, a Mr and Mrs Upton were threatening action. In July 1988 the policy was formally avoided on grounds of material non-disclosure.

On July 1, 1987 Mr Franklin sold his consultancy practice for \$80,000 immediate payment plus \$24,000 to be paid by 12 monthly instalments.

Mr Franklin agreed to make a disposition of £25,000 in favour of his wife. The circumstances in which the payment was made were referred to in letters exchanged between the Franklin's. It was agreed that the matter was dealt with in correspondence, because they were living under the same roof.

In a letter dated June 26, 1987, Mrs Franklin requested some form of payment out of the anticipated proceeds of sale. Mr Franklin replied by letter, "the £25,000 is a gift with no strings attached and is an expression of my gratitude for all the help and support you have given me".

In her reply Mrs Franklin said she would accept the £25,000 but that she would use it to pay off a bank loan and the house mortgage totalling £24,000. Mr Franklin replied:

"The gift of £25,000 is for your benefit... but... I would not object provided that you allow me to transfer my share in the house into your name."

Of the £25,000 paid to Mrs Franklin £20,000 was applied to the loans. She was left with £25,000, which was paid into her building society account, of which £25,000 now remained. The house was transferred into her sole name and the mortgage was deleted from the register.

The Revenue, when investigating

Mr Franklin's claim for relief, found that the £25,000 was a gift.

For Mr and Mrs Moon: Jeremy Cooke (Cooke Matheson)

For Mrs Franklin: Robert Hanus (Hatusch)

Mr Franklin appeared in person.

Rachel Davies Barrister

## FT-LAW REPORTS

## Husband makes gifts to avoid judgment debts

MOON AND OTHERS v FRANKLIN AND ANOTHER  
Chancery Division:  
Mr Justice Mervyn Davies  
June 30 1990

GIFTS MADE BY a husband to his wife in circumstances in which it is inconceivable that he could have had any purpose other than to avoid possible judgment debts, may be frozen by the court for the protection of claimants pending judgment, to the extent that they are still ascertainable in the wife's hands.

MR JUSTICE MERVYN DAVIES so held on a claim by Mr Peter Moon, his wife, Mrs Angharad Moon, and a company under their control, Professional Personnel Consultants Ltd (PPC), for relief under the debt avoidance provisions of the Insolvency Act 1986, against Mr Andrew R Franklin and his wife, Mrs Molly Franklin.

Section 42 of the Insolvency Act 1986 provides: "Otherwise than in accordance with this section, a person who has made a gift or a disposition of assets to another person with the intention of defrauding a creditor or defrauding a person entitled to a debt or claim, or who has otherwise acted in a manner which is likely to be regarded as being dishonest for the benefit of all claimants, not for the benefit of the Moon only, that there was no reason why the £25,000 should not be preserved to be available for claimants should they succeed in their actions; that Mr Franklin's transfer of his interest in the house ought not to be allowed to stand; and that the Eastbourne flat was derived from monies supplied by Mr Franklin.

He said that in his view he had nothing to worry about in a financial sense in June or July 1987. He was confident he could dispose of the criminal charges; he regarded the In Focus claim as unlikely to proceed; and was confident he could rebut the Moon claims. He was not worried about the Upton claim. He had supposed he would be able to satisfy his insurers that the policy ought not to be avoided.

He explained the curious feature of correspondence between husband and wife living in the same house, by the fact that at that time they were hardly speaking to each other.

His evidence was not reliable. The court must infer and was satisfied that the

## INTERNATIONAL NEWS

## Asian little dragon muffles its roar

Peter Wickenden previews a revision of the Taiwanese constitution

**H**ardliners in Taiwan's ruling Kuomintang Party and independence activists once jailed for sedition are about to sit down to discuss the razing of the island's 40-year-old 'phantom regime'.

Faced with a constitutional crisis and unprecedented KMT strife on the eve of his election in March, President Lee Teng-hui bowed to calls for an emergency national conference. One hundred and forty KMT and opposition Democratic Progressive Party members, academics, business leaders and lawyers, will meet for four days from June 26.

They will discuss changing the Republic of China's sacred Constitution to allow a total reorganisation of congress and the government. Not only could this allow complete democracy for the 20m people of Taiwan, but it could also create a new and stronger national identity, and a realistic basis for rapidly-expanding exchange with China. The two are inextricably linked.

Since it was driven off the Chinese mainland by Mao Zedong's forces in 1949, Taiwan's nationalist government has consistently claimed that it is the sole legitimate ruler of China and would one day "recover" its lost territory. The communist government has been regarded as a rebel regime with which no contact, negotiation or compromise (Taipei's Three No's Policy) could be considered. After 50 years of Japanese occupation from 1895 to 1945, millions of native Taiwanese regarded the KMT as a defeated fugitive regime, and have advocated independence for Taiwan at the risk of being jailed for sedition.

To justify its claim to legitimacy, the KMT declared a "Period of Mobilisation for the Suppression of the Communist Rebellion" and drew up a set of "Temporary Provisions" that overruled a democratic Constitution. These provisions give the president wide ranging emergency powers and have frozen all mainland-elected members of parliament in office until the mainland is recovered and new elections can be held. Peking, meanwhile, still vows regularly to "liberate" Taiwan, by force if necessary.

Thus for 41 years Taiwan



Opposition members protest outside the National Assembly.

has lived under constant (and real) communist threat, and under the illusion that the glorious counter-attack would soon be launched.

This meant centralised authoritarian rule under martial law for 38 years, no legal opposition parties for 40 years, and increasing international isolation as foreign governments acknowledged that mainland China was not under Taipei's control.

In recent years, however, the tri-camera Congress has seemed to behave like an incompetent crowd of gerontocrats, with young local blood only being injected when a senior mainland member died or retired. Taiwan-elected members, including a small but rude and noisy opposition are still well outnumbered in parliament and the National Assembly, which elects the president.

The truncated democracy in Taiwan, and the island's relations with China are thus two sides of the same coin. Pressure for a complete overhaul of the system has become intense since per capita GNP began to soar in the 1980s, and restrictions on travel to China were

progressively lifted. Taiwanese are now the biggest investors in China (despite Taipei's ban) and they account for at least a quarter of foreign tourists.

President Lee has called the upcoming national emergency conference "an event of huge historical significance." But he has already made the most stunning reform by deciding that the Communists are no longer rebels, and that the communist regime is the government of mainland China.

Just before his election in March, Mr Lee was to be seen on television assuring aged members of the National Assembly that the mainland would definitely be recovered. Six weeks later, the entire clan was laid to rest when in his first post-election press conference Mr Lee even referred to China as "The People's Republic".

A mass of related laws and regulations must be revised before the Period of Communist Rebellion can be officially declared over, and the Peking regime recognised. Mr Lee said it would be done within a year.

The Temporary Provisions can then be abolished, and with them the life-tenure of

hundreds of aged congressmen who still claim to represent constituencies from one end of the Great Wall to the other.

The main point of debate in the conference will be whether to adopt a cabinet or presidential system of government, and how that government should deal with Peking.

So far, a "Taiwan Basic Law" similar to that for Hong Kong, and about three draft Constitutions have been proposed by various groups.

The DPP has come out in favour of a presidential system, with the president being elected directly by the people (instead of by the National Assembly). A reduced parliament would be equal to the President, and cabinet ministers would answer to them both.

There would also be an apolitical judiciary of equal status to parliament. The government would pursue peaceful relations with Peking on the basis of equality, an idea that Lee Teng Hui now espouses, but which Peking has firmly rejected.

The young reformist faction in the KMT has drawn up a

Constitution that is remarkably similar. KMT hardliners who still dream of recovering mainland China are opposed to changing the Constitution at all, and some have even suggested returning to martial law to stop the current breakdown in social order.

At the other extreme the DPP's radical New Tide faction favours changing the country's name to "The Republic of China" to Republic of Taiwan, thus declaring independence. Peking repeatedly states that it will retake Taiwan by force if any such declaration is made.

Whatever system is adopted, it will surely be a more democratic and representative regime. The upshot of that may be a kind of assertiveness and national identity that the Taiwanese have always lacked.

A secretary who works at Electrolux in Taipei reflected a common kind of confused patriotism when she said: "I was always taught to think I was Chinese, not Taiwanese, but recently I've become really confused."

Asked whether Taiwan is a country or a province of China, she thought for a long time and said, "It's a place."

## India and Pakistan to meet in July over Kashmir

PAKISTAN has proposed to India that talks on the disputed state of Kashmir be held in the Pakistani capital of Islamabad during the second week of July, a Foreign Ministry official said yesterday. Better reports from Islamabad.

The official confirmed a local newspaper that Foreign Secretary Tawfiq Ahmed Khan had telephoned his Indian counterpart to suggest they hold the talks after the Moslem festival of Eid on July 4.

India has confirmed that both

parties would go ahead. Pakistan proposed the meeting on June 7 in an effort to mend relations after New Delhi accused Islamabad of arming and training Moslem militants fighting for Kashmir's independence. Pakistan denies the charge. The talks will encompass all aspects of Indo-Pakistani relations, but will take Kashmir as the core issue, say diplomats in Islamabad.

Since independence in 1947, India and Pakistan have fought two of their three wars over Kashmir, one-third of which is under Pakistani control.

Tensions escalated rapidly in April when both India and Pakistan pushed troops closer to the border. New Delhi moved to cut tension in May by announcing it would pull back from the border of Rajasthan.

Violence continues to boil in Kashmir, however, and many observers predict the fighting will spread over the next few weeks as summer weather in the Himalayas permits militants to stage a new offensive.

Hospital workers and human-rights groups in Indian Kashmir say at least 700 people, including militants, security force personnel and unarmed demonstrators have died in fighting this year.

Pakistan named a former Foreign Ministry chief as its new ambassador to India on Monday in a bid to ease tension with New Delhi.

The Foreign Ministry said Abdul Sattar, Foreign Secretary during 1986-88 and currently Pakistan's ambassador to Moscow, would become high commissioner in New Delhi.

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## INTERNATIONAL NEWS

## Intellectual protected by an international reputation

Peter Ellingsen profiles Fang Lizhi, the Chinese dissident allowed to leave the country for London

**N**icknamed "China's Sakharov", Professor Fang Lizhi has long been China's most effective, and for Peking troublesome, critic.

Decades before the generation of students educated in the Open Door era launched their attacks on authority, Fang had constructed a withering critique of Marxism, and called into question the foibles of the regime. His was at times a lone crusade, made possible, like that of his Russian counterpart, the late Andrei Sakharov, by an international reputation.

A celebrated scientist like Sakharov, Fang has demonstrated an irrepressible interest in injustice and the courage to speak his mind. Voluble and at times cheeky, he has tracked the distortions of communism in China for more than 30 years, managing, unlike the majority of Chinese intellectuals, not to be cowed into silence by the terror of the Cultural Revolution and threat of reprisals.

The son of a postal clerk from coastal Hangzhou, Fang, 54, has been a thorn in the side of the party since his days at Peking University.

A letter he wrote to an academic during Mao's Illusory Hundred Flowers Movement in the mid-1950s led to his expulsion from the Communist Party in the "anti-rightist" purge of 1957. During the even more vicious Cultural Revolution a decade later, he was again denounced as a rightist and, though avoiding jail, was kept a year in a cowshed.

He was pursuing a long Chinese tradition of intellectuals by becoming



Fang Lizhi, with his wife Lu Shuxian: irrepressible interest in injustice and the courage to speak his mind

the nation's conscience, in effect drawing attention to the emperor's clothing.

Being among the first to denounce Marxism in China openly was not conducive to an easy life, and Fang, despite being rehabilitated with the fall of the Gang of Four in 1978, and becoming China's youngest full professor soon after, was regularly in and

out of trouble, suffering continual personal harassment.

He was a radical figure during Deng Xiaoping's 10 years of "reform", tolerated for a time but eventually penalised. In 1987, during the student protests that preceded last year's massive democracy movement, Fang, then vice-president of Keda University in central Hebei, was accused of spread-

ing western notions, or "bourgeois liberalism", sacked and, along with the journalist Liu Binyan and writer Wang Ruowang, expelled from the party.

But still Fang, along with some courageous thinkers kept in prison, refused to toe the line. He travelled widely, including to Australia, where in a stinging denunciation he

suggested that some Chinese leaders maintained overseas bank accounts. This outraged the ageing ruler in Peking, Deng Xiaoping, who appeared to take it personally.

By the time he had reached Hong Kong, Fang had the heart of Deng's power and reputation in his sights. China would not be able to modernise if it didn't "break the shackles of Maoism and Stalinist-style socialism", he told a receptive audience.

Back in China, Deng's dislike of him was palpable. He told a party meeting: "Fang Lizhi has been indulging in mud-slinging and spreading slander without any basis and we should take legal action against him."

After that broadside, Fang was persona non grata, unable to have articles published, leave the country or find any official response to a spirited demand that China release its political prisoners, notably Wei Jing-sheng, a leader of the 1978 Democracy Wall Movement who was jailed for 15 years for passing state secrets.

The strategy seemed to be to quarantine Fang, who slipped into farce when police blocked Fang and his wife from accepting a US embassy invitation to attend a banquet hosted by visiting US President George Bush.

In an interview shortly before that, he gave a careful, systematic demolition of the regime, before he addressed the question, "what does the ruling party stand for?" He chuckled, aware that waiters in the restaurant where he was speaking would have to account for the exchange. "Themselves," he said, without lowering his voice.

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## Taipei plan to reform stock market

By Peter Wickenden  
in Taipei

TAIWAN'S Finance Minister, Mr Wang Chien-hsien, yesterday announced a series of measures including allowing greater foreign investment, to revive and stabilise the Taipei stock market.

The Taiex Index has fallen more than 55 per cent in five months. Undercapitalised and over-capitalised, the market is plagued by short-term individual speculation, insider trading and manipulation.

Foreign investment is only permitted indirectly through four offshore mutual funds.

On assuming office recently, Mr Wang said he would try to bring back the market to its former glory.

The strategy is aimed to be to quarantine Fang, who slipped into farce when police blocked Fang and his wife from accepting a US embassy invitation to attend a banquet hosted by visiting US President George Bush.

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One day, as

construction management advisors on the North-South Toll Expressway, Taylor Woodrow International have got the green light to steer this major project through varied terrain, from thick low-lying swampy jungle to steep rocky hills.

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## Piaggio in scooter talks with LML of India

By Haig Simonian in Milan  
and David Housego  
in New Delhi

PIAGGIO, the Italian engineering group best known for its Vespa scooters, says it is in advanced negotiations with LML, the quoted Indian motor scooter maker, to develop the production of two- and three-wheeled vehicles in India for the domestic and international markets.

The news follows reports of talks between the Italian company, based in Pontedera, near Pisa, and Bajaj Auto, India's largest scooter maker. Piaggio denies that it was discussing shipping the bulk of its production to Bajaj's plants in India.

Bajaj yesterday reassured that discussions with Piaggio had taken place over the last 12 to 14 months, but in view of Piaggio's recent statement, said that it did not wish to comment further.

Piaggio, in the Indian market since 1960, is also considering raising its minority stake in LML. The Indian company has some 20-25 per cent of the domestic market in motor scooters, against 70 per cent for Bajaj. Raising its holding in LML would allow Piaggio to play an important role in the management and development of the company, the Italian group said.

According to Mr Gustavo Denegri, Piaggio's chairman and managing director, the huge Indian market is of particular interest for the industrial and international strategy of the Piaggio group. Apart from its two- and three-wheeled motor vehicles, the group, which employs almost 9,000 workers, makes bicycles and a range of engineering equipment.

Piaggio, sometimes mistakenly associated with the giant Fiat group but actually an independent and privately-owned company, is at present busy looking abroad. Last month, it confirmed talks with Daihatsu Motor of Japan on producing a light commercial vehicle in Italy which could be exported to other European markets.

## Philippines cabinet plans economic liberalisation

By Greg Hutchinson in Manila

A WIDE-RANGING package of liberalising economic reforms has been approved by the Philippines cabinet, which is becoming desperate to revive the moribund economy, now the sickest in South East Asia.

Saying it must be both bold and socially sensitive, the cabinet has agreed a package of price, trade, tariff, tax, and fiscal reforms which are intended both to resuscitate the economy and to reduce the extent to which rich and powerful businesses in the network of Filipino "cronies" have been able to monopolise industrial sectors and evade taxes.

President Corazon Aquino has long pledged to open and reform the economy; she has just two years of her term left to implement the reforms.

However, a key factor in the new economic policy will be a downgrading of the importance of tight monetary policy. The cabinet has accepted that the planned expansion of the money supply could give a further "brief upwards boost" to inflation, already running at an annual rate of 13 per cent. With many Filipinos scraping a living on wages close to subsistence, the risk of social unrest resulting from further sharp price increases cannot be discounted.

Other important elements of the reforms include:

• abolition of price controls on items such as cement to end within a year;

• a relaxation of foreign investment controls within two years;

• a shift of the taxation burden towards the more affluent;

• further deregulation of financial markets to stimulate competitiveness.

Not the least of Mrs Aquino's economic difficulties have been the failed coup attempt against her government, each of which has knocked foreign investors' confidence and slowed the economy still further.

Manila figures show fall in project investment

By Greg Hutchinson

THE continuing decay of infrastructure in the Philippines has been highlighted by official figures showing reduced growth in project investment in the first five months of this year.

Mr Tomas Alcantara, Trade and Industry under-secretary, blamed the country's electric power generation crisis and, to a lesser extent, perceptions of political instability since last December's week-long coup attempt for the slowdown.

The Board of Investments approved projects, mainly in manufacturing, worth pesos 43.3bn (£1.1bn), a rise of 8.6 per cent over the period from January to May last year when project investment soared by 261.8 per cent to pesos 33.8bn.

Mr Alcantara says the 1989 rise was from a very low base, but a comparison with neighbouring Indonesia and Thailand should give Manila no joy. For every one investment dollar flowing into the Philip-

pines, five are injected into Indonesia and 11 into Thailand.

Mr Alcantara said there were "crinkles" to iron out in negotiations with foreign contractors over increased power generation capacity. Metropolitan Manila still suffers daily power blackouts of up to four hours, although monsoon rains have broken a drought and resuscitated the country's hydro-electric power generation system.

A breakdown of the 1989 investment figures show that only 38.5 per cent of investments went to the metropolitan Manila area, the outlying regions taking the lion's share.

As of April 1, incentives for manufacturing ventures setting up in Manila have been scrapped, in an effort to redirect investments away from the traffic-choked and power-drained capital.

A year-long cement shortage has now ended with the importation of 6m 40kg bags of cement this month alone.



Aquino: two years left

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## INTERNATIONAL NEWS

## Algeria offers collateral in bid for more lending

By Stephen Fidler, Euromarkets Correspondent

ALGERIA WILL consider the highly unusual step of providing collateral to encourage international banks to grant it new loans, according to a document from the Central Bank of Algeria to be presented to bankers today in London.

The document – which provides significant new details of the country's foreign debt profile – reiterates the Government's long-standing desire to reschedule foreign debt or use debt reduction operations such as those provided under the Brady initiative. Algeria has encountered severe difficulties in gaining new bank loans, despite its stated determination to avoid rescheduling, largely because of its high debt burden.

Rescheduling, it says, "would close the indebted country's access to international capital markets for a long period of time and deprives lenders of part of their claim against a country that has always been committed to meeting in full its international obligations".

Provisional estimates show medium- and long-term debt standing at \$23.8bn (£12.7bn) at the end of last year. Short-term loans of less than one year maturity amount to \$1.7bn.

However, the report points

out that the maturity structure of the debt is "extremely favourable, particularly for the commercial debt". More than 70 per cent of the debt matures between 1990 and 1992, giving an average maturity of 3.6 years. The central bank acknowledges that banks trading their short-term claims for longer-term ones "must be adequately rewarded".

Annual loans of \$2bn would reduce the debt service ratio, which now stands at 14 per cent, to 5.5 per cent in 1990-91, 3.6 per cent in 1991-2 and 2.4 per cent in the following year.

If, however, some of the proceeds of the loans would be used to purchase zero coupon bonds to provide collateral for bank lenders, it would borrow \$3bn annually and bring the debt service ratio down to 2.7 per cent in 1992-93.

It suggests that collateral could be provided equivalent to the level of provisions which international banks are required to hold against their Algerian loans – currently of the order of 20 per cent of the loan face value.

The figures show the importance of Western banks in lending to Algeria, according for 57.5 per cent of the \$2.4bn in what the central bank calls financial credits.

## Riots put Zambia reforms at risk

Just when the world's donors were daring optimism – now this, writes Mike Hall

ROUTING in Lusaka yesterday may well put at risk the implementation of Zambia's economic recovery programme just at the stage when international donors were expressing guarded optimism.

The decision last year by President Kenneth Kaunda's socialist-style government to embark on tough economic reforms had brought an encouraging response from two leading donors, now playing a crucial role.

The International Monetary Fund – to whom Zambia owes almost \$1bn in debt arrears and at one time seemed on the verge of expelling Zambia as a member – now has a strategy to deal with the situation.

And the World Bank, owed \$150m in overdue obligations, has begun detailed discussions on new aid disbursements, in co-operation with other leading western donors who froze aid when President Kaunda suspended an IMF-led adjustment programme in 1987.

Next month the Government is due to ask official creditors to ease its \$7bn debt burden, one of the highest in the world in relation to its gross domestic product.

West Germany has already cancelled its share of official debt of \$310m; the US has said it will do the same, although it is bound by legislation that forbids such assistance unless the country benefiting is undergoing conventional IMF-backed structural adjustment.

A rescheduling agreement with most creditors is likely. Donors have already pledged \$450m for the first year of the recovery plan, although most of this is conditional upon Zambia reaching rescheduling agreements and settling arrears due to the Bretton Woods institutions.

Sorting out the arrears problem is crucial to the success of Zambia's reforms, as it is now disqualified from receiving further loans from either the Bank or the Fund.

Last month the Fund's policy-making body agreed on an "accumulated rights" approach for countries in arrears. Zambia may be one of the first to benefit.

It means that as long as its reforms have the blessings of the IMF, Zambia will earn rights to draw on resources in the future. When these match its arrears the Government can obtain a bridging loan from commercial banks to pay off

the Fund.

As donors are also likely to club together to help pay off the arrears to the World Bank before the Fund's are cleared. This would allow the Bank to loan Zambia \$200-\$400m a year.

The critical question is how committed the Government is. There have been some startling and rapid moves on the part of President Kaunda. In March he defended one-party rule and state-control of the economy; in May he announced a referendum on a return to multi-party politics and plans partly to privatise state-run enterprises.

So far the Government has stuck to a broad timetable of reform laid out in its Policy Framework Paper published last year. The most dramatic measure, and the one which caused the protests yesterday, was a doubling in the price of maize, the staple food.

An increase in 1986, though harsher, caused widespread rioting in copper mining towns and led to President Kaunda suspending an IMF-led adjustment programme in 1987.

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## Shamir's migrants plea

MR Yitzhak Shamir, the Israeli Prime Minister, has appealed to Soviet President Mikhail Gorbachev not to bow to Arab pressure and cut off the flow of Soviet Jewish immigrants to Israel, Reuter reports from New York.

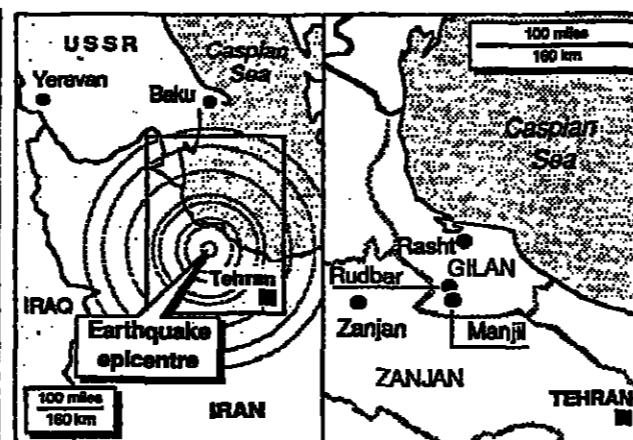
In a letter, a text of which was made available to Reuters by authoritative sources yesterday, Mr Shamir also personally assured Gorbachev that Israel does not have a policy of "directing" Soviet Jews to occupied Arab lands and only a handful of emigrants had in fact settled there.

Mr Gorbachev, in his summit with President George Bush in Washington earlier this month, raised the

prospects of cutting off Jewish emigration to Israel if the immigrants were settled in territories occupied by Israel in the 1967 Middle East war.

Arab nations have complained bitterly that Jewish immigrants could be used to overwhelm Palestinian inhabitants in the occupied territories, but Mr Shamir, in his letter, described that argument as a smokescreen for Arab objections to any Jewish emigration to Israel.

In the letter dated May 29, Mr Shamir began by saying, "I take the liberty of an unusual measure in writing you concerning the Jews of the Soviet Union and their emigration to Israel."



## EARTHQUAKE LEAVES 2m HOMELESS AS RELIEF EFFORT BUILDS

SHELTER has become the priority in Iran, with an estimated 2m people left homeless by Thursday's earthquake, Kamran Fazel writes. The death toll in the northwest was still climbing and officials fear it may reach 75,000.

The Tehran University Geophysics Centre reported that 22 aftershocks, some as strong as 5.5 on the Richter scale, had hit the region in 24 hours, blocking roads and hampering relief operations in Gilan and Zanjan provinces. Iran's official news agency said mil-

itary helicopters were flying around the clock, particularly in remote areas.

The Iranian Mission to the United Nations appealed for more emergency aid. It said medicines and surgical equipment were badly needed.

Relief supplies continued to pour in with official hesitation over accepting outside help largely evaporating as the scale of the disaster sank in.

The international relief operation swelled, with neighbouring Soviet, Azerbaijan, North Korea, Pakistan, Venezuela, Bangladesh and Kuwait

said Iran should welcome all aid. It said government relief work had not been able to cope with the disaster.

But the hardline Jomhuri-e-Islami launched a scathing attack on the US, accusing it of responsibility for the earthquake, and demanded that American aid should be rejected.

"Our people, even under the rubble, chant 'Death to America' and pray to almighty God to cut off the US hand... even those hands stretched to help," it said in an editorial.

## Iranian villagers try to mark the graves of loved ones

RUDBAR, a mass of small towns and villages around a lake south of the Caspian Sea, was once one of the most picturesque sights in Iran. It is now dead.

A Chinook helicopter taking foreign reporters to the north flew low over the hills along the borders of Zanjan and Gilan where the earthquake where 8,000 have already been buried

sided; dozens of people refused to leave the graves of their loved ones.

Kamran Fazel reports from a village near the centre of the earthquake where 8,000 have already been buried

quakes, 8,000 had been buried; the task of digging mass graves continued.

The 200 people left alive were trying to convince soldiers and Revolutionary Guards doing their military service at least to bury their loved ones together, marking the graves with rock arrangements, fallen trees and even blocks fixed by a few rocks.

At the village cemetery stones marking the "martyrs" of the Gulf War were cracked with their aluminium photo frames fallen or lop-

ed off. Dozens of people refused to leave the graves of their loved ones.

Mohammed Zaffari, 55, was rocking his head: "I lost my dear wife 20 years ago and my son is all I had. I brought him up by myself. Alone, alone."

"I am a worker, a labourer, a nobody, but I wanted it all for my son. I got him through university. He was a gentleman. He was not like me. Look, he is here with my daughter-in-law and my three grandchildren."

"It's all my fault: I asked him to come and see me. I was playing with my beautiful 10-year-old grandson. He pulled my hair and called me Baba, Baba. Now they are all gone, gone."

Hojatollah Karimi, a clergymen from Qom, Iran's religious capital, has

been put in charge of the area. When asked if this was another test of Allah for Iran, as Iran's spiritual leader, Ayatollah Khomeini, had said, he calmly answered: "As you can see for yourselves this calamity has once again unified the Iranians. There are people from all over the nation here."

The tragedy has destroyed hundreds of thousands of lives. The only living member of the Saroussi family, Zahra, was singing a lullaby over the make-shift grave of her husband and two children. She would not leave the place and refused to speak.

Zeynab Gohari, 20, said that despite all that had been done the higher villages had not been reached.

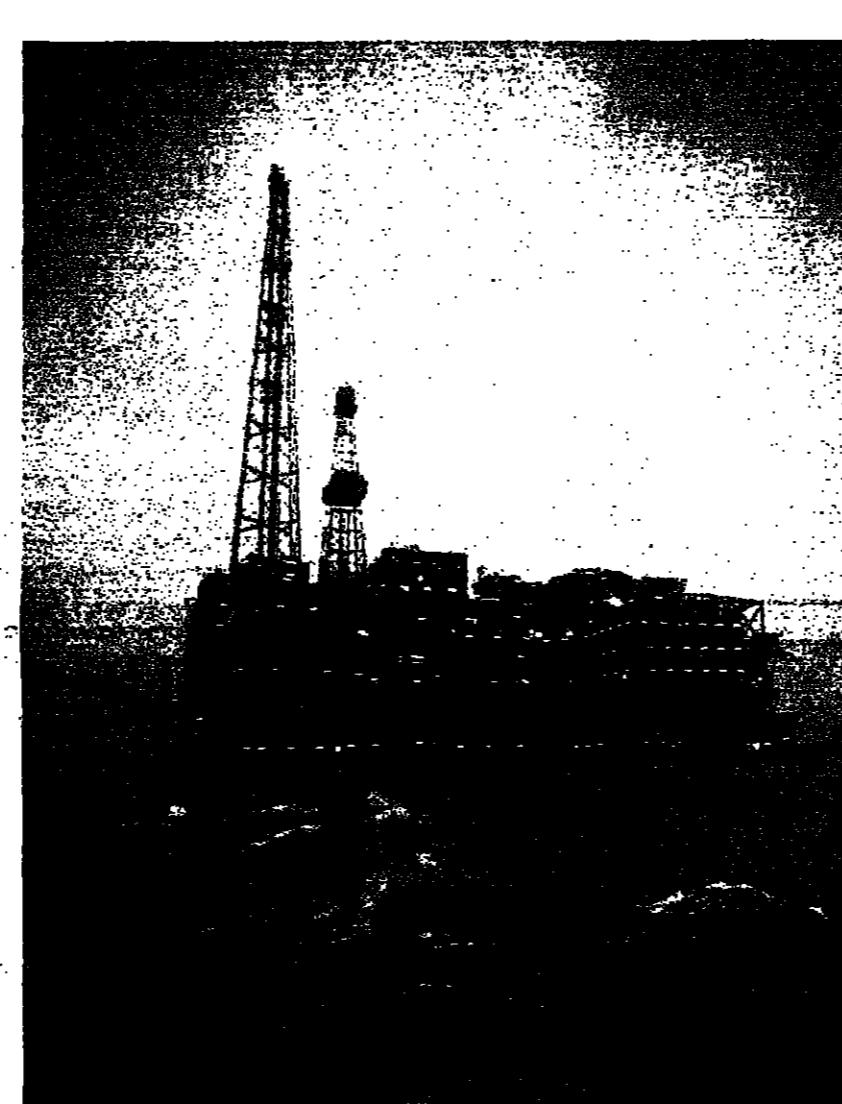
There are thousands upon thousands of people buried there. There has been a great deal of aid but it's

not enough, as you can see. They are not enough organised.

"There is not enough being done. The scale of the tragedy is far too great. Iran can not deal with it by itself. We need international help from all over. Please tell all about our ordeal. We need help and need it now." Zeynab kept following us, repeating her plea.

As night fell, people gathered around log fires in a huge olive grove to keep out the chill. There were a great many fires and the villagers kept silent.

Meanwhile the soldiers and the Revolutionary Guards were gathered by the roadside awaiting transport to their camps. There were no generators at Rudbar and when the sun disappeared the work stopped.



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And scientists all over Europe were arguing over who had actually invented the process we now call galvanizing (after an Italian – Galvani – who had discovered the apparent life-giving effect of combining two metals during an experiment with dead frogs in 1786).

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Photograph courtesy Shell UK Exploration and Production.

## AMERICAN NEWS

## Damage to Amazon forest worse than feared

By Christina Lamb in Rio de Janeiro

THE deforestation of the Amazon rainforest is more extensive than previously admitted, according to figures released by the Brazilian Satellite Research Institute (INPE).

The institute says 8 per cent of the rainforest in the Amazon area, as defined by the Brazilian Government, has been destroyed, rather than the 5.6 per cent announced last April.

The data puts the total area of deforestation at 404,000 sq kms – a land mass almost the size of Sweden, or the equivalent of burning a football pitch every two seconds for a year.

The new total resulted from using more sophisticated satellite techniques and analysing parts of the forest not previously looked at in detail.

Dr Philip Fearnside, of the Brazilian Institute for Amazonian Studies, said the figures showed the situation was increasingly urgent, with serious implications for the greenhouse effect.

The figures are still lower than claims by some environmentalists that as much as 14

per cent of the 5m sq km forest has been destroyed.

"The Government is continuing to make the same errors as the previous Sarney administration," Dr Fearnside said. They were including the Serrado savannah region within the total afforested area, without counting the damage done there. "In fact, the real figure of original forest wiped out is between 11 and 12 per cent," he said.

Mr Jose Goldemberg, Minister for Science and Technology, told an environment conference in Manaus yesterday that the Government estimate of deforestation through illegal burning for last year was 30,000 sq kms, compared to an average of 24,000 sq kms a year since 1978. Because of heavy rains this was less than the peak year in 1987.

He called on the industrialised world to help Brazil combat the problem through debt-for-nature swaps.

The Government of President Fernando Collor de Mello has committed itself to ending deforestation and has launched

a highly-publicised programme of sending in the army to protect the forest and blowing up air strips used by gold miners in the area inhabited by Yanomami Indians.

But Dr Fearnside complained that they had yet to tackle the underlying problem.

"They blew up only 12 out of 136 known air strips and five of these have been rebuilt. This has far less practical effect than actually destroying the motives for deforestation by, for example, introducing taxes on land speculation," he said.

## Panama in European aid drive

PANAMA is seeking aid from Europe, Japan, Taiwan and the US to pay off \$540m (231dm) in arrears to the international financial institutions, according to Dr Ricardo Arias Calderon, the country's First Vice-President, writes Robert Graham.

Mr Arias, who is in London on a European fund-raising tour, said yesterday such aid was essential to help normalise Panama's relations with the international financial community.

Although the Endara Government in Panama was making progress in restoring economic stability in the wake of the December 1989 US invasion,

them going to Gen Noriega, now awaiting trial in Florida. Such payments include dues from the Central Bank.

The nation's total foreign debt totalled almost \$6bn when General Manuel Antonio Noriega, the military ruler, was seized by US forces. Mr Arias said he hoped to obtain a total of \$120m from Europe, Japan and Taiwan. A further \$130m is being earmarked from the \$420m-worth of aid recently approved by the US Congress.

Another \$130m will come from funds accumulated from commercial payments into special accounts ordered by the US Government to prevent

the US from defaulting on its debts to international financial institutions.

Panama will also be seeking a \$150m US Treasury bridging loan, according to Mr Arias. The country hopes to be able to convince aid donors by demonstrating a balanced budget. The disbandment of the 16,000-strong defence force has led to a cut in annual security spending from \$150m to \$80m.

In another move to win international confidence, the new Government is trying to clean up the banking system's image in relation to the illicit drugs trade.

A spokesman for the Federal Reserve said Mexico had availed itself of the full facility on March 28 but had repaid \$641m to the Federal Reserve and \$464m to the US Treasury by the end of April. It is unclear if the balance has since been repaid.

The funds were made available under an understanding accompanying the \$75m in financing required to provide credit support for the bank debt reduction accord concluded on March 28. The Bank of Mexico said the assistance had been requested as a stop-gap until money pledged by the IMF and the World Bank had been received.

A spokesman for the Federal Reserve said Mexico had availed itself of the full facility on March 28 but had repaid \$641m to the Federal Reserve and \$464m to the US Treasury by the end of April. It is unclear if the balance has since been repaid.

was stimulated by the conclusion of the debt deal and the subsequent announcement on May 2 by President Carlos Salinas de Gortari's administration of its decision to privatise the banking system.

Since March, Mexico's foreign exchange reserves are generally believed by diplomatic observers here to have recovered in about \$5bn. The gross amount published by the Bank of Mexico in its annual report for end-1989 was put at \$6.26bn. The figure included a part of the \$2bn bridging loan extended by the US and other governments last September, which was repaid in full on February 15.

## Mexico drew on stop-gap loan

MEXICO, faced with a dramatic fall in its foreign exchange reserves, contracted a highly-publicised "bridging loan" of \$1.5bn (675dm) from the US in March, writes Richard Johns in Mexico City.

As the Government pursued its policy of reducing tariff barriers, gross reserves plummeted to about \$3.5bn three months ago, according to commercial bankers here.

The US Federal Reserve confirmed it had extended a credit of \$700m "under an existing reciprocal swap-line" and that the US Treasury had provided another \$800m under a special arrangement.

A spokesman for the Federal

## Meech Lake setback leaves Canadian markets unruffled

By Bernard Simon in Toronto

CANADA'S financial markets have shrugged off the collapse of the Meech Lake constitutional package and concern over growing nationalist sentiment in Quebec.

By midday yesterday, the Canadian dollar, stock market and Toronto stock exchange were little changed from Friday's close.

The dollar initially lost about half a cent, but recovered to trade at 84.70 US cents by late morning. However, the record gap of more than 5.5 percentage points between short-term US and Canadian interest rates continues to reflect the risk premium demanded by investors for Canadian securities.

After earlier warnings about the damage a constitutional crisis would have on foreign investor confidence, both federal authorities and the Quebec government have gone out of their way in the past three days to assure investors that the death of the Meech Lake accord will have little impact on overall economic performance or policies.

Traders and financial advisers ascribed the markets' muted reaction to a realisation that Meech Lake was likely to die, and an expectation that contentious debate would subside, at least temporarily.

Mr Barry Davenport, senior vice-president in the group of Montreal's treasury branch, said: "Everybody wants to let the issue cool off, at least for the summer months." Along with several other market-watchers, Mr Davenport forecast that Canadian markets would be dominated by economic rather than political events over the next few months.

The agency said that while it expected "no change in the relationship between Quebec and Canada in the near term, ongoing discussions of constitutional reform could become increasingly divisive." Failure to make progress was likely to affect Quebec more than Canada as a whole.

Despite the failure of Meech Lake, Quebec has moved quickly to introduce some of the five provisions of the ill-fated accord designed to recognise the special status of the francophone province.

The government said it expected to sign an agreement with Ottawa later this week giving it wider powers over immigrant selection. It also wants to negotiate greater jurisdiction over training and communications.

A Quebec cabinet minister flew to New York yesterday to reassure US investors about the political future of the province, and another senior minister is due to meet senior members of the local business community today.

A rally to commemorate St Jean-Baptiste Day, Quebec's national holiday, was due to take place in Montreal yesterday afternoon for the first time in 21 years. The rally was expected to be dominated by vociferous separatists calling for a quick move towards independence from Canada.

Standard & Poor's, the US credit rating agency, yesterday affirmed its ratings on Government of Canada and Quebec debt, but fired a warning shot over Quebec's economic outlook. It shifted Quebec's rating from "positive" to "developing," indicating a possible weakening over the next year or two.

The agency said that while it expected "no change in the relationship between Quebec and Canada in the near term, ongoing discussions of constitutional reform could become increasingly divisive." Failure to make progress was likely to affect Quebec more than Canada as a whole.

## Chile grapples with the ghosts of a grisly past

Leslie Crawford on the brutal legacy of Pinochet's 'dirty war'

**T**HE victims of General Augusto Pinochet's "dirty war" are returning from the grave to haunt him. Three months after the dictator stepped down from power, human rights groups are revealing sites where the military carried out mass executions and burials in the months that followed the September 1973 coup.

Twenty corpses have been recovered from a mass grave near a prison in Chile's far north. At least four other alleged sites are being investigated by police, and human rights lawyers plan to disclose locations of more mass graves shortly.

The prison at Pisagua, an isolated fishing village 100 miles south of the Peruvian border, served as a political concentration camp after the coup. Hundreds of socialist and communist supporters of Dr Salvador Allende's Popular Unity government were impaled

Twenty corpses have been recovered from a mass grave near a prison in Chile's far north. At least four other alleged sites are being investigated by police, and human rights lawyers plan to disclose locations of more mass graves shortly.

Some were court-martialed and executed for treason, but most were shot "while attempting to escape". The victims' families never received the bodies and were not told where they were buried.

Mrs Laura Soto, a Socialist senator and human rights lawyer, believes there may be as many as 400 "disappeared" buried in clandestine pits near the prison. Last week a fisherman from Pisagua revealed that scores of bodies had been buried in a ravine on the sea bed, about 50 metres from the shore. He had tried to draw attention to the discovery in 1977 and was jailed for his pains.

Scores of relatives of "missing" people have converged on the site of the excavations. Ten of the corpses claimed by their families were given a solemn burial in Iquique this month. Five ministers attended on behalf of President Patricio Aylwin.

The Government plans to build a museum in honour of the Pisagua dead and those who are still missing. Another four bodies were buried in Valparaiso last week.

The bitter legacy being unearthed at Pisagua has shocked the country. The human rights violations committed under the former regime were well documented abroad, but in Chile a combination of censorship, official propaganda and fear conspired to conceal the truth from most of the population.

The Chilean Commission on Human Rights says it has documented 2,200 political executions and a further 900 cases of people who went missing after being detained by the military junta's security apparatus. Their numbers have been swollen by an avalanche of fresh revelations since the

restoration of democracy. The prospect of a country-wide search for mass graves is as unsettling to President Aylwin's Government as it is to Chile's former military rulers. The delicate bargain struck between Mr Aylwin and the armed forces – to pay homage to the victims of the repression while limiting the scope of human rights investigations – may unravel if the clamour for justice becomes too strong.

The new civilian Government's overriding concern is to avoid provoking the army into staging another coup. But it has been unable to contain the tremendous pressure now mounting on Gen Pinochet, still its commander-in-chief, to acknowledge his personal responsibility for the bloodshed.

Every political party, with the sole exception of the extreme-right Union of Independent Democrats, has publicly called on the general to disclose the full truth surrounding the repression. Even former allies now appear to be deserting him, including Gen Hosni Taha, head of Chile's Investigation Police, and Admiral Jose Toribio Merino, former commander-in-chief of the navy and a member of the military junta.

**G**eneral Pinochet is now a discredited, isolated figure, but he remains entrenched in the army command and unwilling to relinquish his last power base while the possibility of human rights trials threatens the army. Although he is immune from prosecution, he could be humiliated by being summoned before the courts to give evidence.

For the moment the army also feels sufficiently protected by a 1978 amnesty which effectively prevents any officer from being tried for the massacre at Pisagua.

Nevertheless, the national outcry over the discovery of mass graves compelled the army to deliver a long public statement justifying its actions in the aftermath of the coup. It said that military intervention had been a "difficult patriotic decision", backed by a majority of the population, at a time when economic collapse and political polarisation had brought the country to the brink of civil war.

The civilian government's measured response, calculated to avoid exacerbating tensions further, limited itself to saying it did not share the army's historical interpretation of events.

Mr Aylwin's centre-left coalition cannot repeal the 1978 amnesty law because it lacks a majority in the Senate, but human rights lawyers are preparing to challenge the legality of the amnesty before international courts.

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Scottish electricity is an industry with a difference.

ScottishPower and Hydro-Electric, the two Scottish electricity companies, generate, distribute and sell electricity – all the way from the power station to the plug point.

In addition to both producing and supplying electricity we're quite distinct in other ways too.

We have the capacity to export electricity south of the border every day of every week. 52 weeks

a year. Yet still cater fully for Scotland's needs.

Our Scottish engineering and management skills are recognised throughout the industry and beyond.

And our diverse range of fuels – hydro, coal, gas, oil and access to nuclear – means that we are not reliant on any one source.

All things considered, at ScottishPower and Hydro-Electric, we have a great deal going for us. As time will tell.

Joe in TPS

Lake Setback  
Canadian  
unruffled

# We could cure most kinds of blindness with one simple injection.

Suppose you were to wake up tomorrow morning and find that you'd gone completely and irreversibly blind.

Suppose you were then told that your blindness could have been prevented, but for lack of cash.

How do you think you'd feel?

Exactly.

Yet that's the heartbreaking situation facing so many people of all ages in Britain today.

Despite the fact that this country leads the world in its treatment of blinding diseases.

Despite the fact that we're agonisingly close to major breakthroughs in the prevention and curing of such diseases.

There are still over a quarter of a million people registered blind or partially sighted in Britain.

And every day, another forty people swell this sad statistic.

So what can be done?

Well, with your help, an enormous amount.

Because in London, we're lucky enough to have two great institutions that have been in the forefront of the Fight For Sight for many years now.

Moorfields Eye Hospital on the City Road is world-famous for its success in the prevention and curing of blindness.

Every year, 300,000 out-patients are treated here and for many, Moorfields has been a last resort.

Surgical techniques that are now standard throughout the world were first pioneered here.

People whose blindness was once considered untreatable are now being given fresh hope by the new ideas and advances practised at Moorfields.

But where do these ideas come from?

Three miles away across London in Judd Street, a battered sign on a crumbling Victorian building identifies the home of the Institute of Ophthalmology. This is the research arm of Moorfields Hospital and it too is world-famous.

It was here that the connection was first made between excess oxygen at birth and the incidence of blindness in premature babies.

It was here that scientists discovered that the puppy dog worm, *toxocara canis*, was blinding young children.

It was here that the first diode 'suitcase' laser was invented, allowing laser treatment in the field.

It was here that the idea of implanting plastic lenses after cataract operations was pioneered, along with many other of the surgical techniques now used at Moorfields.

And it's here that the problem lies.

For if the building is Victorian, the conditions inside are Dickensian. Although the Institute



attracts the world's finest eye specialists, there's nowhere to put them.

So short of space are they, some researchers are using corridors as offices.

The equipment they have will soon be obsolete, the equipment they need, there's no money for.

The laboratory facilities are inadequate, the workshops basic, the study and lecture facilities virtually non-existent.

And to cap it all, there are three miles of

London traffic hindering the close liaison between the Institute and the hospital that's vital if more breakthroughs are to come.

That's why the Duke of York, our Patron, has recently launched The Fight For Sight Special Appeal.

We need to raise money, a lot of money, to re-house the Institute right next to Moorfields on a site that's already being prepared.

There we can build a research centre that can really get on with the task of preventing and curing blindness.

Where there'll be room for everyone to pursue their research, backed up by the most up-to-date equipment, the best trained technicians and, most important of all, the Institute and the hospital will be working side-by-side.

Something that will speed up the rate of advance immeasurably.

The cost of it all has been put at roughly £42 million. Of this, only a small part is actually for building. The rest is needed to fund new Chairs in Molecular Genetics, in Cell Biology, in Developmental Neurobiology and in Inherited Retinal Disorders.

To equip the laboratories, workshops, clinics and lecture rooms.

And, of course, to staff them.

It's a lot of money to raise.

Especially these days when there seem so many worthwhile causes around.

But if you'd ever seen the look of bewildered joy on the face of a three-year-old who's just seen his mother for the first time, you'd know there are few more worthwhile than this.

If you'd like to know how you can help The Fight For Sight Appeal, please send the coupon below.

If you'd like to contribute, just send your cash, however large or small the amount. (Barclaycard and Access holders can use our Credit Card Line on 071-383 0582.)

It's said that money can't buy happiness. Don't you believe it.

If you'd like to know how you or your business can help The Fight For Sight, please complete the coupon (or attach your business card) and send to the address below.

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Judd Street, London WC1H 9QS.  
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**THE FIGHT FOR SIGHT APPEAL**

## UK NEWS

Government rebuts critics who blame City for damaging British industry

## Short term pressure curbs ruled out

By Charles Leadbeater, Industrial Editor

MR NICHOLAS Ridley, the UK Trade and Industry secretary, yesterday ruled out significant Government measures to allay renewed concerns among industrialists that short term pressures from the City of London are damaging long term investment in innovation.

Mr Ridley, speaking at a conference organised by the Department of Trade and Industry and the Financial Times, delivered a blunt rebuttal to those who blamed the City's emphasis on short term returns for inadequate spending on research and development.

He acknowledged two areas of concern, however, the passivity of institutional shareholders and the limited flow of information between City analysts and manufacturers over long term plans.

Mr Ridley suggested companies should consider encouraging shareholders committees

among institutional investors, a strengthened role for non-executive directors and asked whether major shareholders should have a right to appoint a majority of board members.

He said he would consider suggestions in these areas, but ruled out some of the more ambitious proposals which have recently been made to curb hostile takeovers and use the tax system to encourage long term shareholdings.

The concerns voiced at the conference are reflected in the Confederation of British Industry's decision to re-examine relations between the City and industry, following its initial report three years ago. Next week the Institution of Mechanical Engineers will host a conference which will address many of the same themes.

The conference was organised to debate a recent report by the DTI's Innovation Advisory Committee.

### AUTOMOTIVE INDUSTRY

## Nissan to buy more European components

By Kevin Done, Motor Industry Correspondent

NISSAN Motor of Japan is increasing its expenditure on European automotive components for its UK car and engine plant to around £500m a year by 1992/93, an increase of a third from its previous estimates of £450m.

The company has brought forward its programme for sourcing components from European suppliers and is planning to launch both its new generation car ranges with a local content in excess of 30 per cent.

Nissan Motor Manufacturing (UK), the company's UK car assembly subsidiary and the first Japanese car plant in Europe, is planning to launch its Primera upper-medium sized car range in the autumn to replace the existing Bluebird range.

It will launch a replacement at Sunderland, north east England, for the Micra small car range, presently imported from Japan, in 1992. In its initial deal with the UK Government Nissan had agreed only to reach a 50 per cent local content level at launch, but

ising later to 80 per cent.

Mr Peter Hill, NMUK purchasing director, said that component expenditure in Europe would total around £265m for the Primera range, which the company is planning to produce in a volume of more than 100,000 units a year.

This total would rise to £600m in 1993/94, when the Micra-class car is launched, again with a planned output of 100,000 cars a year.

Nissan, which began small scale car production in the UK at its Sunderland plant in 1986, will produce around 77,000 cars this year rising to 100,000 in 1991 and 200,000 in 1993.

The company said yesterday that it had more than doubled its number of European suppliers from 67 in 1983 to 177 this year, of which 120 are British. UK components suppliers account for around 74 per cent of its purchases by value.

It is seeking to limit its total number of European suppliers to around 200 by 1992/93 when both model ranges are in production.

Of its present suppliers

based in Europe only five are Japanese-owned companies. Calsoupe, extrusions, heaters and radiators, Dunlop (SP Tyres), part of Sumitomo, Hashimoto, rolled sections, extrusions and injection mouldings, NSK Europe, wheel bearings and steering columns, Mecobus, a subsidiary of Nissan's Spanish operations, brake discs/drums and flywheels – while a further eight are joint ventures between Japanese and European companies.

In addition a further 25 of its European suppliers have technical agreements with Japanese suppliers.

Nissan refused to reveal the value of its continuing component purchases from Japan.

The company had no plans to purchase gearboxes in Europe – the biggest single item still imported from Japan – as such a move could not be justified by presently planned European production volumes.

At the same time, unlike its rivals Toyota and Honda, it had no plan at present to begin purchasing several key engine

parts for being like warm if the likely returns on research and development look poor or have historically been unprofitable.

What mattered was not just the quantity of innovation, but high quality, innovation which was profitable because it met market needs, he said.

Mr Ridley ruled out action to protect managers by discouraging hostile takeovers. He said it would be a retrograde step to relax the discipline of an open takeover market. He doubted whether the Takeover Panel's disclosure rules needed to be re-examined.

Tax incentives to encourage long term shareholdings, had serious practical drawbacks, he said. Mr Ridley's analysis was generally supported by financiers speaking at the conference but it seemed at odds with some of the industrialists which had drawn up the IAB's report.

He delivered a thinly veiled criticism of industry's record for research and development: "One can hardly blame investors

### BRITAIN IN BRIEF



## Tarmac to link up with US concern

Tarmac, the UK construction company, has teamed up with Black and Veatch, a leading US power plant designer and builder, to enter the newly liberalising UK electricity market.

The joint venture, to be known as TBV Power, intends to bid for a full range of new power station business, including the building and operating of new stations.

Tarmac has not so far been involved in the running of power stations, while Black and Veatch has had almost no business in the UK until now. Black and Veatch, a Kansas City-based company, has helped to build more than 50,000 megawatts of power plant, mainly in the US and the Far East.

Mr Brian Staples, a director of Tarmac Construction, said the new operation would be willing to take an equity stake in and manage new power stations.

Mr Staples also said that TBV would pursue power station opportunities in Continental Europe.

particularly in Spain and newly liberalising eastern Europe, which he viewed as the countries most open to foreign companies at present.

Representatives of Britain's 200m-a-year alternative medicines industry said many small companies would go out of business as a result.

Mr Justice Mill refused to quash new regulations introduced by the Department of Health which have increased by up to 500 per cent the fees medicines makers pay for registration of new products.

The former chairman of Trident Television, which controlled the areas now covered by Yorkshire and Tyne Tees Television, was expected to be one of the leading new

players in the British broadcasting market when the franchise are put out to competitive tender next year.

The head of Hanson has looked at the 52 per cent of Thames Television now on offer but decided against trying to purchase it.

"The odds (against) re-winning the franchise are simply too great," Lord Hanson said.

We have decided not to go further at this stage," said Lord Hanson who is concentrating his interests in broadcasting on commercial radio and Melody Radio in particular.

Melody Radio, theme tune Tendley which began test transmissions yesterday and which goes on air on July 9 24 hours a day exists because Lord Hanson could not find any of the "easy listening" he likes on the radio without also having to listen to the patter of presenters.



Lord Hanson

## Court ruling on herbal medicine

A High Court Judge yesterday upheld the legality of a large rise in licensing fees for makers of alternative medicines based on natural products.

Representatives of Britain's 200m-a-year alternative medicines industry said many small companies would go out of business as a result.

Mr Justice Mill refused to quash new regulations introduced by the Department of Health which have increased by up to 500 per cent the fees medicines makers pay for registration of new products.

The court action was brought by the Natural Medicines Group and the British Herbal Medicines

Association. These represent about 30 makers of herbal and homeopathic medicines, which together sell some 4,000 licensed formulations.

## Tax action on pools companies

The Government has moved to make sure that pools companies do not suffer a tax disadvantage as a result of the reduction in the pools betting duty which came into force as a result of Lord Justice Taylor's report on the Hillsborough disaster.

A new clause was tabled to the Finance Bill yesterday to remove tax liability which would have arisen had the pools been implemented in their original form.

The clause provides that the pools companies can have a deduction against taxable profits for the payments they make to the trustees of the Football Trust 1990 – the body set up to co-ordinate ground improvement in the wake of the Hillsborough disaster.

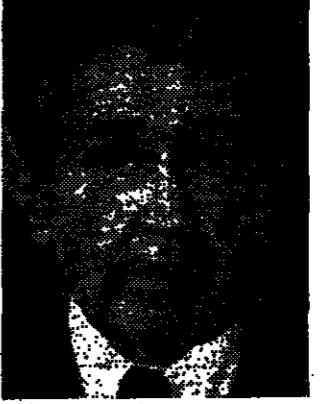
## US ambassador attacks Dinkins

The US Ambassador to London yesterday launched a two-day visit to Northern Ireland with an attack on New York City Mayor David Dinkins.

Ambassador Henry Catto criticised the recent decision to name a street corner in the city after convicted IRA killer Joseph Doherty.

"I think the city of New York made a dreadful mistake in giving support to a terrorist convicted in court of murder," Mr Catto said in Belfast.

"The chances are that the Mayor of New York was not very well informed about what



Ambassador Catto

## Survey on theft at work

Younger workers tend to disapprove less of employees taking minor items home from work for their own use, or using company telephones to make personal calls, according to a survey of attitudes to theft.

The poll of 1,800 workers presented yesterday to a Confederation of British Industry conference, found young people were less likely to disapprove of forms of workplace theft they thought were common.

## Writ served in RSI case

A former Reuters journalist, Mr Rafiq Mughal, yesterday became the first journalist in Britain to serve a writ and claim for damages for overuse injuries, often known as RSI or repetitive strain injury.

For a free booklet on promoting courteous smoking in your workplace, complete and return this coupon to: Corporate Affairs Department, Philip Morris (EBC), Brilliance Court 4, Case Postale, Lausanne 1001, Switzerland.

Name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

# CONSIDERATE SMOKING WORKS.

Smoking needn't mean friction, even when you share an office.

Non-smokers will appreciate simple acts of courtesy, like being asked if they mind you lighting up a cigarette.

Managers can help by ensuring that office ventilation works properly. And there

is an important contribution everyone can make: being tolerant of individual likes and dislikes.

In short, both smokers and non-smokers should try to see things from one another's point of view.

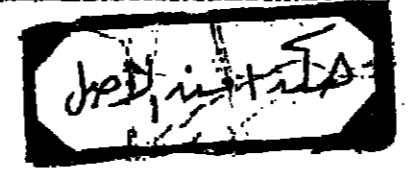
Smoking doesn't have to be a burning

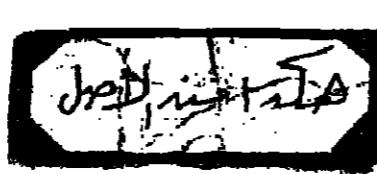
issue in the workplace. Consideration on one side, and a little tolerance on the other, may be all that's needed to take the heat out of the argument.

COURTESY IT CAN TURN YOUR CIGARETTE INTO A PEACEPIPE.



Brought to you by Philip Morris in the interest of courteous smoking.



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*Evocative, lyrical, a landscape of pastel softness infused with joyous poetry. The ever-changing play of light on gently undulating hills; delicate brushstrokes of fragrant gorse and lavender. Gnarled pines, vines and olive trees. An unassuming haven of peace and harmony. Its mantle, the immensity of the radiant blue sky.*

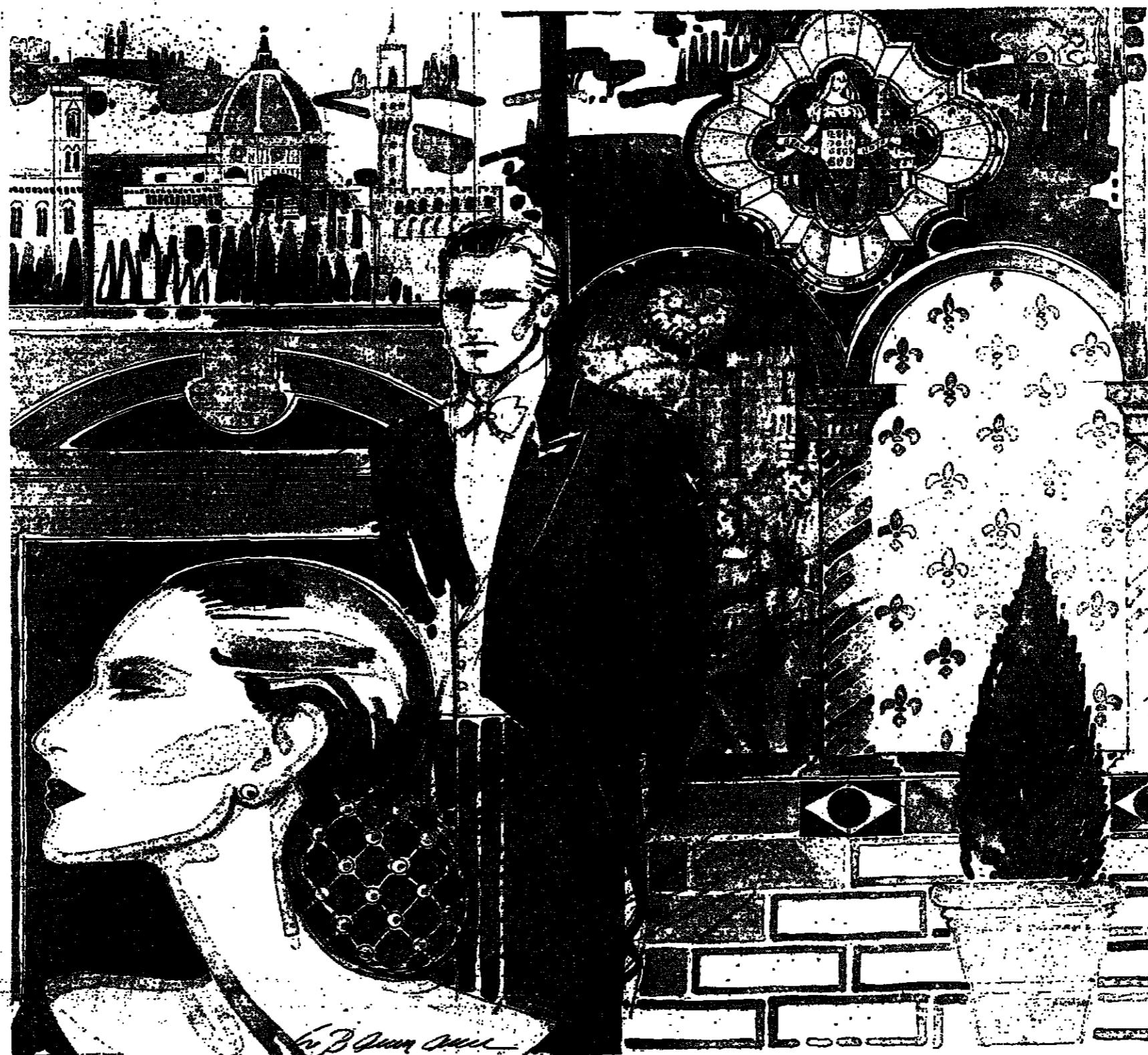
**FLORENCE**

*Polished jewel of the Medici, imbued with refined nobility and beauty; austerity and luminous clarity tempered by a gentle, graceful elegance.*

*Source of inspiration to Leonardo, Michelangelo, Raphael and Galileo. Loved and admired by Goethe and Stendhal.*

*A paradise of narrow lanes, delightful cafés and bustling life.*

*Spiced with the allure of seductive fashions and sparkling exuberance. A glorious pearl nestling in an enchanted land.*

**CULTURE**

*Ageless glories of a golden past.*

*Art and architecture to contemplate in wonder and awe.*

*Vibrant, vigorous and serene: precious blossoming of a creativity deep-rooted in its native soil.*

*Man's eternal quest for truth and beauty revealed as a celebration of the creation. An affirmation of life itself.*

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*lovingly restored in the original Florentine style by a team of exceptional craftsmen.*

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*Outstanding service and superb cuisine embracing an impressive variety of international and local specialities.*

*Situated right in the heart of the city on the banks of the Arno, opposite the Excelsior.*

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*Luxurious restaurant, bar and frescoed hall bathed in the warm radiance of period stained glass.*

*Dinner by starlight above the ancient city roofs and the shimmering Arno.*

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## UK NEWS

## Euro-lessons for all English schoolchildren

By Norma Cohen,  
Education Correspondent

EUROPEAN Awareness - the study of European languages, economics and culture - will be built into the National Curriculum to be studied by all English schoolchildren, said Mrs Edith Pagliacci, professional officer of the National Curriculum Council.

The topic will be woven into the study of other subjects, in the same manner that citizenship and environmental education have become required topics of study.

Mrs Pagliacci was speaking at a conference sponsored by the Department of Education and Science in which the results of a government-funded pilot project were unveiled. Over the past two years, 12 local education authorities have been experimenting with the introduction of European Awareness in their schools.

The DES report concluded that commitment to European Awareness in the National Curriculum is still ambiguous. Its profile "is still uncertain and only intermittently visible".

And while there is considerable interest among local authorities about European Awareness, development of a common policy in schools may have some way to go, based on the DES summary.

## Europe struggles to meet the challenge of terrorism

Jimmy Burns and Kieran Cooke look at calls for a cross-border police force and a European central criminal court

**T**HE announcement yesterday of the arrest of four alleged members of an IRA "active service unit" on the border of the Netherlands and Belgium was described by Mr Tom King, the Defence Secretary, as a breakthrough in the fight against international terrorism.

Hope of an early breakthrough in the criminal investigation have proved premature. Instead, cries of "cover-up" by relatives of the victims continue in the face of the Government's failure to respond adequately to allegations of crucial organisational failures which may have contributed to the disaster.

The Boeing 747 bound for New York crashed in the town of Lockerbie, Scotland, in December 1988 after a bomb exploded. Police believe the bomb was planted inside a radio cassette player while the aircraft was being loaded in Frankfurt, West Germany.

Scottish police, who have co-ordinated an international investigation, and US officials say there is too little evidence so far for a prosecution for the attack.

In the background is a wider debate over the extent to which the co-ordination of the various intelligence and police agencies is managing to keep pace with the increasingly sophisticated tactics adopted by international terrorism.

Last week the arrest of four alleged members of an IRA "active service unit" on the border of the Netherlands and Belgium was described by Mr Tom King, the Defence Secretary, as a breakthrough in the fight against international terrorism.

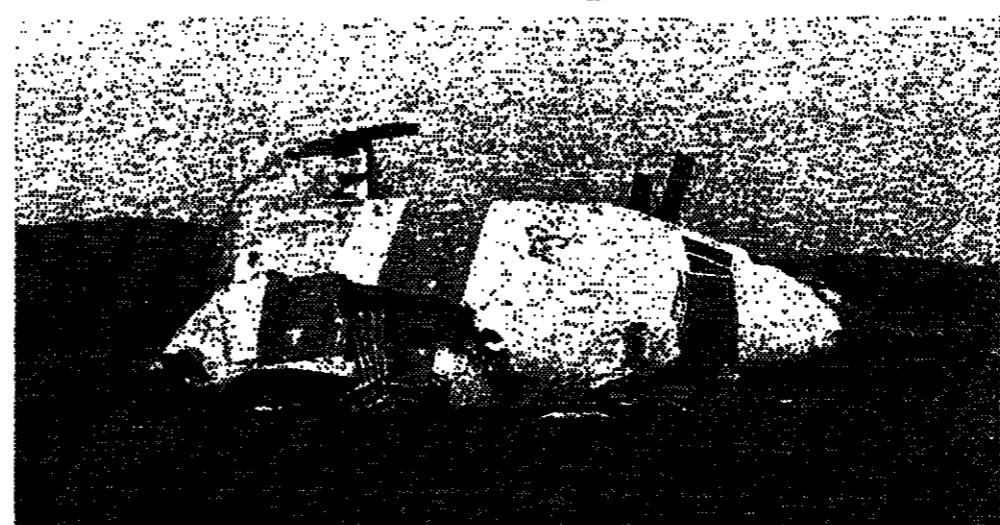
By the reality, as British and European security officials admit, is that the arrests were the product of luck rather than of intelligence. This underlines the shortcomings rather than the achievements of international counter-terrorism.

Within Europe's network of intelligence services built up in the Cold War years to spy on the Warsaw Pact - including units within the British army and M16, the overseas security service - also share information on terrorism and coordinate with the mainland.

Yet until this week, the four suspects had apparently managed to remain around Europe without the police forces of the Netherlands, West Germany, or Belgium knowing of their presence.

Dutch security officials said co-operation in intelligence-gathering on IRA activities had not been stepped up recently between intelligence services in the Netherlands, Belgium, West Germany and Britain.

Instead the pattern emerging is of a series of blunders which were only saved from turning



The wreckage of PA 103 at Lockerbie, destroyed by a terrorist bomb in December 1988

into a disaster because a Belgian farmer and his son happened to hear two of the suspects engaged in target practice in a wood.

European co-operation in the fight against terrorism has its contemporary roots in a 1975 agreement, in which Community countries agreed to co-operate on training and to set up police liaison offices to enable the quick exchange of information.

Over the last two years, the Lockerbie disaster and the killing of IRA suspects in Gibraltar have brought to the surface

don. It was described by one senior officer this week as the operational "eye of the needle" in counter-terrorist action against the IRA.

Yet as the same officer admitted, the liaison offices are part of a complex web of Europe's police and intelligence services, whose effectiveness can still be undermined by internal rivalries and political and cultural differences.

Over the last two years, the

tensions involving European and US intelligence services.

British reports, apparently encouraged by UK intelligence sources, have been critical of the way the West Germans released 15 of 17 Palestinians eight weeks before the Lockerbie bombing. Those released included Marwan Kharsat, one of the main early suspects for making the bomb which destroyed Pan Am flight 103.

It was later alleged - by the British - that the Bundeskriminalamt (BKA), West Germany's criminal investigation

office, was responsible for major obstructions in the Lockerbie investigation.

The West Germans for their part have raised questions about whether the fatal bomb was loaded at Frankfurt or at Heathrow. And the US has criticised the Swedes for their handling of the case of four Palestinians allegedly connected with bombing El Al offices and synagogues in Europe in 1985-86 and believed to be linked to Lockerbie.

Difficulties over extradition meanwhile have sometimes escalated into public verbal confrontations between governments, and provoked increasing frustration among experts charged with the unenviable task of seeking more effective ways of countering terrorism.

Professor Paul Wilkinson, a director of London's Research Institute for the Study of Conflict and Terrorism, says: "Every country has dragged its feet on the extradition issue. While this system continues, we are never going to be able to face terrorism with the certainty of justice."

Professor Wilkinson is calling for the creation of a European criminal court with special powers to deal quickly with suspected terrorists, or of a European anti-terrorist squad capable of operating across national boundaries in the manner

of the FBI. These ideas have won little support in the UK. For instance, Deputy Assistant Commissioner John Howley, charged with European affairs for the Metropolitan Police, said last week that a European court and police force would "lead to greater cost and run the risk of creating a bureaucratic stranglehold".

But some continental police chiefs see this lack of centralisation as unhelpful in securing greater international co-operation and point to the pivotal role in the fight against terrorism played by West Germany's BKA criminal police HQ in Weisbaden.

As both the Irish police and the RUC have discovered, co-operation, in order to be effective, cannot be limited to policing activities. In the view of commentators like Prof Wilkinson, state intelligence services need to stop playing cat and mouse with each other and pool information.

Despite the public hype, European countries appear to be some way away from developing the degree of trust in each other's police and judicial system necessary to ensure a more effective offensive against terrorism.

Additional reporting by Ron van de Krol in Amsterdam, William Dawkins in Paris, and Lucy Kellaway in Brussels.

## Editors voice concern at new report on privacy

By Raymond Snoddy

MR ANDREAS Whittam Smith, editor of The Independent, will today tell the National Publishers Association of serious concerns felt by national newspaper editors over some aspects of the Calcutt report on privacy and the press.

The report published on Thursday recommended the abolition of the Press Council and its replacement by a Press Complaints Commission, which would be turned into a statutory body if self-regulation failed to work.

Calcutt also recommended the creation of new criminal offences to prevent physical invasion into privacy.

The committee, which recommended these changes to deal with intrusion on to private property by the press,

The editors of Britain's national newspapers met yesterday to work out their first response to the findings of the Committee, which some of



John Redwood: sees a new role for the City of London

## East Europe to look to London for new capital

By John Lloyd

THE City of London is likely to become "the greatest intermediary centre" for the provision of capital to the developing democracies of Central and Eastern Europe, Mr John Redwood, a junior Trade and Industry Minister, said yesterday.

Speaking at a London conference, he denied charges that UK business was "lagging behind that of other western countries in moving into east European markets". He said Britain was second among EC countries in the number of joint ventures concluded in Poland and Hungary.

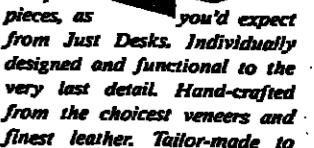
To ease anxieties that trade with these countries would be unrewarding in hard currency terms, Mr Redwood said many east European enterprises had hard currency funds.

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Andreas Whittam-Smith

they see as a threat to press freedom and other support as a necessary way of curbing press abuses.

The main concerns expressed by the national editors involved the dangers of a statutory tribunal being imposed on the press and the proposed new criminal offences which were accepted in principle last week by Mr David Waddington, the Home Secretary.

There was also unease about definitions of privacy and the detailed code of practice suggested by the Calcutt Committee.

It was clear however from the meeting of national editors that there is no desire to stage outright opposition to the Calcutt Report.

Instead the emphasis will be placed on trying to "improve" the recommendations and make them more workable.

There also seems to be little support for trying to preserve the Press Council, the complaints body funded by the newspaper industry.

The Council is seen as a "fix" that has already been shot.

The Press Council will also meet today to review its future in the light of the Calcutt recommendation for its disbandment.

It is not clear whether Mr Louis Blom-Cooper, the Press Council chairman, may be appointed to chair the new Press Complaints Commission.

But Mr David Mellor, the Home Office minister said last week he certainly didn't rule out Mr Blom-Cooper for the job.

## 3's no crowd.

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It's all to do with the new Terminal 3.

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It means short queues, if any.

It means checking in at SAS's own counters.

It means you'll be taken care of by 140 SAS staff.

When you've got a bit of time on your hands, you'll find the new EuroClass Lounge (opens in August) is larger and more comfortable. And that the new duty-free area has been designed for easy shopping.

Returning to the UK from the open spaces of Scandinavia, you'll be cleared through passport control in a matter of minutes.

Continuing with British Midland or Manx Airlines, our British domestic partners, is no problem either.

You check in immediately on arrival, and a special transfer bus takes you to Terminal 1.

Speaking of terminals: 3's no crowd.

**SAS**

Just Desks

## TECHNOLOGY

# Seeds of a bumper harvest

David Fishlock looks at a plan to make crops available for purposes other than food

**C**ould the whole of a crop — seed, leaf, stem, even stubble — become the feedstock for a refinery of the future, to be separated like oil into several commercially useful streams as feedstocks for many different industries?

Such a concept underlies the first Link research programme (see below) to be led by the Agricultural and Food Research Council (AFRC). Its target is to make commercially useful crops available for purposes other than food. The project is being launched publicly as a £2m five-year programme at Britain's Royal Show next month.

The idea began with an AFRC calculation that Britain could produce all the food it needs from 70 per cent of the land now available for agriculture, leaving 30 per cent to grow crops for other purposes. Today Britain imports plant fibre worth £600m a year and plant protein for animal feed worth another £35m.

Other incentives include opportunities for modifying crop genes to enhance the production of specific substances such as high-value oils. The ban on straw burning from 1982 affords another kind of inducement for using more of a crop's constituent parts.

The Link research programme focuses on problems which currently hinder this goal. Nine academic teams are participating in the project at a cost of £3m to the AFRC. Industry is expected to match this figure. So far, 16 companies have pledged support in principle, although specific projects have still to be agreed. Most of the research is expected to take place in universities and research institutes, but some companies want to contribute in-house research rather than cash.

LINK is a scheme for accelerating the exploitation of Government-funded research. Half the money for the scheme comes from Government with commercial sources providing the rest. The Link programme was announced by Margaret Thatcher in December 1986. So far it has launched 65 projects and is considering

Plant fibres have tremendous potential as reinforcement for composite materials, believes James Bolton, head of the Biocomposite Centre of the University of Wales at Bangor. "Some quite elegant structures developed by plants have apparently been ignored by man." His team was set up with help from the Welsh Development Agency and is exploring a process designed to extract useful fibre from 80kg of plant material an hour.

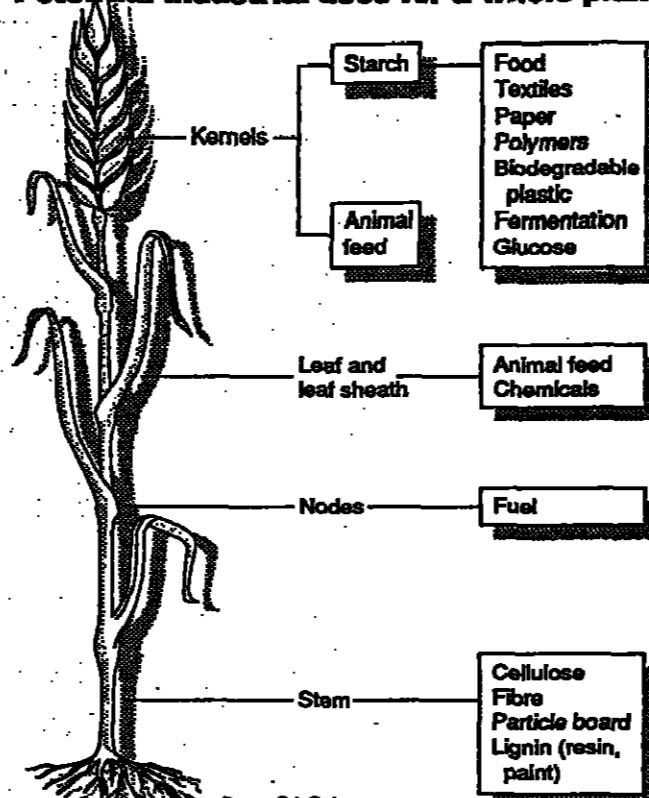
Bolton claims plant fibres show special strengths of the same order as fibres of glass and carbon, but need cost as little as 3 per cent to 25 per cent as much. Examples include linen and sisal. Fox gave Britain's old white five-point note its crispness. Sunflower is said to have stubble stiff enough to puncture a tyre.

In the past plant fibre has been hampered by its attraction for water, causing the fibre to swell and burst bonds with any matrix. Bolton's hopes are pinned on the idea of reacting fibre-cell walls with difunctional chemical reagents that could impart new surface properties such as self-adhesion and rot-resistance.

Compak Systems, an engineering concern in Gainsborough, Lincolnshire, makes small production units for board pressed from fibrous materials, mainly for use in the developing world. Mike Barnes, its technical director, says the process can handle timber by-products such as wood shavings, sugar cane and straw, although straw is variable in structure.

His company is willing to help fund the Link programme in the hope of understanding why, for example, straw's bending strength can be 15 per cent lower when harvested in the second half of the year, compared with the first. He is

## Potential industrial uses for a whole plant



Source: Bob Oakey

also interested in using more specific straw fractions. JMS, a Danish company, has shown it can make better board by using the internode fraction, but the separation is energy intensive at present, he says.

AFRC Bioprocessing Research at Silsoe near Bedford, is the UK's national centre for agricultural engineering. Andy Knight, a senior scientist, is running a project concerned with the changes in plant fibre during storage. Some industries believe storage improves the properties they are seeking

while others say it can damage the material.

Knight is also studying the mechanical bonding between the component parts of a plant, in the hope of simplifying their separation for a commercial fractionating operation. Separation of leaves from stems, removal of internode fractions from straw, and the grading of fibres from the pith of such plants as linseed and lucerne are some of his targets.

Farm animal development is another area where improvements have been carried out

whole-crop uses:

- Chemical and enzyme treatment of crops to improve nutritional value as animal feeds.
- Strategies for producing and manipulating the structure of polysaccharides and other crop-derived chemicals.
- Creating new and better oils for industry by genetic

engineering and biochemistry.

According to Gerard Fairlough, chief executive of Celltech, the biotechnology research company, and a member of the Link steering committee, collaborations offer a company two important advantages. The company can learn about a new science-based opportunity quickly and efficiently for a

through plant breeding. Bob Oakey, a senior nutrition scientist with the Rowett Research Institute in Aberdeen, says that similar gains can be made elsewhere in crop utilisation. As animal feed, the leaf of a crop contains the most nutrients, for example, whereas the stem can be used for other purposes, he says.

He deplores the "immoral" burning and burying of crop wastes. The Link programme, he says, could correct anomalies in present farm practice and lead to a whole-crop refinery with a number of product streams ranging from premium animal feeds to fuel.

For Chris Rawlinson, a scientist with the AFRC Institute of Arable Crop Research at Rothamsted, Hertfordshire, the Link programme is particularly timely. It could help Britain overcome a world shortage of short-to-medium chain fatty acids, the basic of plant oils necessary for the manufacture of cosmetics, resins, detergents and soaps.

One way of tackling the deficit is to cultivate "exotic" crops such as coriander and euphorbia in the UK. Another is to produce the fatty acid required through genetic engineering of plants such as sunflower or oil seed rape.

According to Rawlinson, the technology is already available in Britain for transferring the gene to a plant in order to grow the required oil. This is the result of an earlier research programme called the "genetic tool-kit" mounted by the Department of Trade and Industry and involving several UK companies and universities. What remains is for scientists to identify the precise plant gene that needs to be modified by this "tool-kit", so that it makes, say, the fatty acid of optimum length for a highly priced cosmetic product.

Appealing as the system seems, some researchers say the cost of producing ethanol — one hectare of grass produces just £100 worth of ethanol — makes it a fuel of the future rather than the present.

Engineering and biochemistry. According to Gerard Fairlough, chief executive of Celltech, the biotechnology research company, and a member of the Link steering committee, collaborations offer a company two important advantages. The company can learn about a new science-based opportunity quickly and efficiently for a

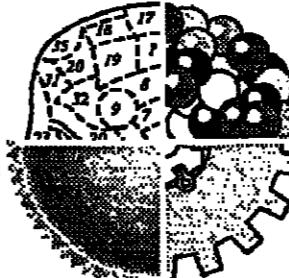
relatively small financial contribution. And Link research can underpin an area in which the company considers itself expert, for a relatively small price.

A single company can engage with academics in a Link project, although the Link steering committee prefers to work with two or three collaborating companies.

The problem is particularly acute during heavy flooding, when the increased flow of water in the river can lead to the collapse of bridges.

Unfortunately, flooding prevents divers from going down to inspect damage.

Video, sonar, and other high-tech methods are used



## WORTH WATCHING

by Della Bradshaw

### Grass is greener on ethanol's side

AS THE hunt for "green" fuels continues, there is one very attractive candidate: grass.

Researchers at the Tepgas Research Centre in Leningrad have been studying the feasibility of using Italian ryegrass as a means of powering cars.

The Irish technique involves extracting the juices from the grass — nearly 60 per cent by weight of wet grass can be extracted as juice. The sugar units are then broken down using a weak acid and heat, and then fermented with yeast to produce ethanol. Ethanol can be used in a modified car engine with about 80 per cent of the efficiency of a petrol engine, say the Irish researchers.

The grass material remaining once the juice has been extracted can be used as a feedstuff for animals or made into a briquette and burnt as a domestic fuel.

Appealing as the system seems, some researchers say the cost of producing ethanol — one hectare of grass produces just £100 worth of ethanol — makes it a fuel of the future rather than the present.

### Alarm rings on unstable bridge

A SYSTEM which warns when the stability of a bridge is threatened by scouring round its foundations has been developed by Hydraulic Research of Wallingford, writes Robin Burton.

The problem is particularly acute during heavy flooding, when the increased flow of water in the river can lead to the collapse of bridges.

Unfortunately, flooding prevents divers from going down to inspect damage.

Video, sonar, and other high-tech methods are used

to monitor bridge uprights, or piers, but inevitably these methods fall when there is heavy flow and debris. The new design, therefore, uses omnidirectional sensors mounted on flexible "tails" at various levels on the pier under the sea bed.

The sensors are connected by cables passing through protective conduits to the surface. Under normal conditions of flow the sensors remain buried and do not move or make a noise. If a scour hole begins to develop the sensors will be progressively exposed and begin to oscillate in the flow, which sets off an alarm signal at the surface.

### Videos on the big portable screen

EPSON, famous for its Seiko watches and its computer printers, is exploiting its expertise in liquid crystal display technology with a portable video projector which does not need technically trained staff to operate it.

The VP-100PS, as it is called, provides large-screen projection up to 12ft diagonal on to any neutral surface. It can take sound and full-colour pictures or graphics from video recorders, or cameras, broadcast TV via a TV tuner, laser disc players and PCs.

Unlike most projection systems, the Epson machine has only one light beam — most have three, which need to be carefully adjusted so that they converge on the screen. This is made possible by using thin film transistors (liquid crystal shutters — in red, green and blue. A series of mirrors reflects the three light sources on to a prism, which combines them to produce the single light source.

### Athlete's footage goes forward

AS THE athletics season begins the battle to achieve the fastest, highest and longest result is resumed for another year.

To help those involved the Salford College of Technology has developed a video and PC package which analyses motion to show athletes how to improve performance.

Video footage of the athlete in action is computerized into matchstick figures, concentrating on the action of the joints to highlight strengths and weaknesses. The biomechanics workstation is already being used in the college's paramedical training centre.

Contact: Tepgas Research Centre: Ireland, 051 42999; Hydraulics Research: UK, 0491 35381; SFINCS: UK, 012 372 4000; Ashton, UK, 0753 822 0000; Canada, 604 693 2290; Epson: Japan, 03 348 8801; UK, 0442 61144; Salford College of Technology: UK, 061 735 6547.

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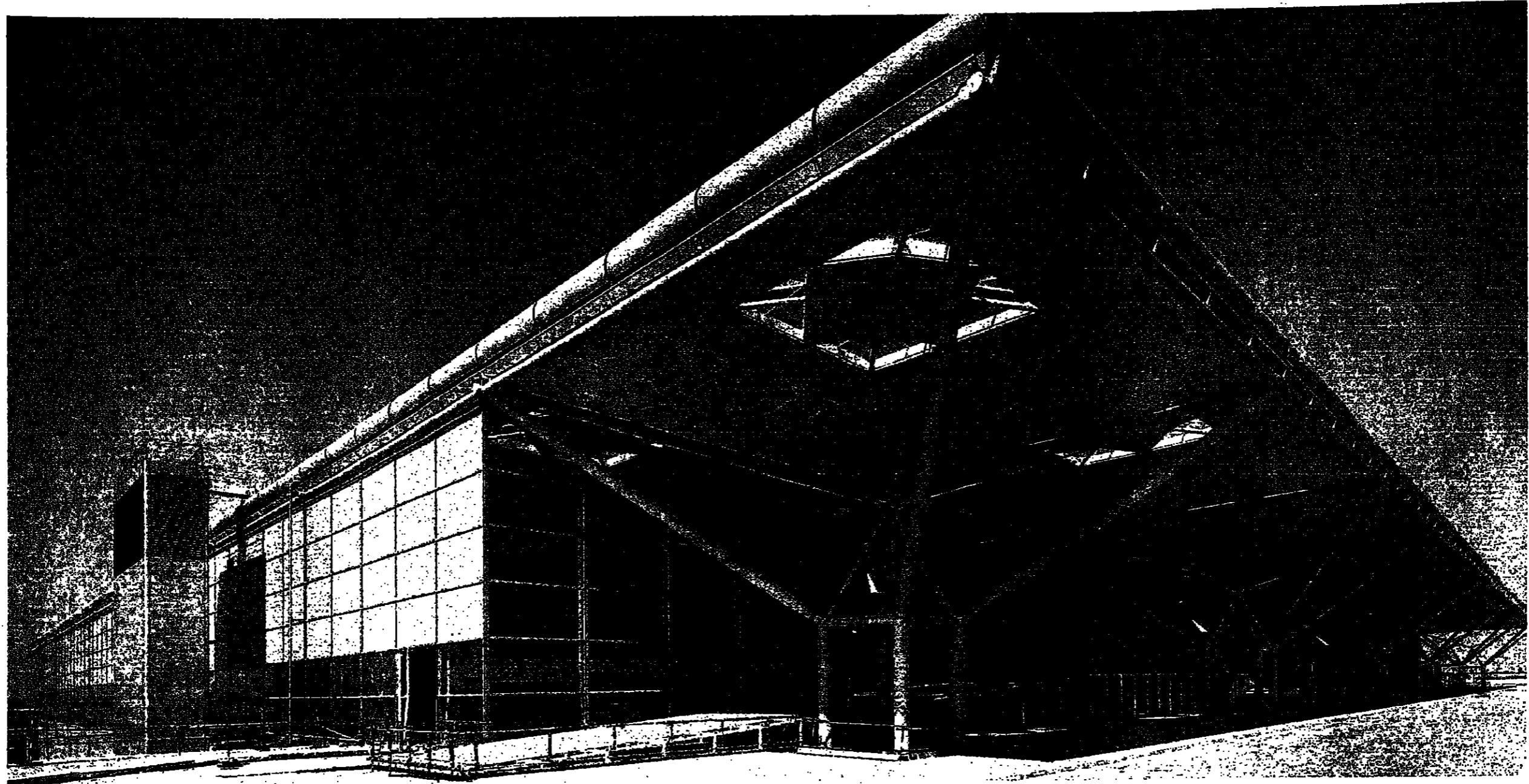
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Jack in the Box

## MANAGEMENT: The Growing Business

**R**od and Trevor Schrager could not imagine running their 26m-turnover greetings card business without a computer. Second Nature, which is based in West London, has a range of about 600 cards and a network of sales agents and representatives in Britain and the US operating a mind-bogglingly complex system of commission rates and discounts.

Six years ago, when the company employed just six people (it now has 68 employees) and sales were only £500,000, its administrative systems were already starting to creak under the strain. Trevor, who had just joined the business his brother founded, set to work to devise a computer system which would meet its needs and cope with growth.

Second Nature now has a computer system which can provide sales information in a precise manner that the Schragers want; calculate agents' commissions by agent, by product, by customer and by type of order; handle overseas orders in eight different currencies; and produce consolidated lists of invoices to achieve a substantial reduction in freight-handling charges.

None of these facilities would be remarkable on a big company's computer system, but for a business the size of Second Image they are unusual if not unique, says Trevor Schrager. "It is the best system in use in our industry today," he asserts. It allows the Schragers to carry out sophisticated financial and marketing planning and to provide customers such as W.H. Smith with the sales information they expect from their suppliers.

But creating a computer system exactly tailored to Second Nature's needs was not easy. It required someone like Trevor Schrager, with a fascination

## Computers in business

## The right program is found in the cards

Charles Batchelor on the best approaches to installing systems

for computers, and 18 months of weekend and evening work to define Second Image's exact requirements and turn these into a software programme.

Schrager was forced to adopt a do-it-yourself approach because no system was available off the shelf which met Second Nature's exact requirements. The price quoted by the large computer companies for developing such a system was around £250,000. Trevor Schrager says that doing it himself cost about £50,000.

Schrager's achievement is impressive, although he acknowledges the dangers of becoming obsessed with computers. "I was overwhelmed by the dream of putting a system together," he says. "I wouldn't recommend it to small company of our size to go out and write their own software. If it had gone wrong there would have been no going back."

For those businesses which do not have someone like Schrager, introducing computers can be even more difficult. The initial cost of buying the hardware and the software may have fallen, but the real cost of getting it wrong, in time, money and business efficiency, is as high as ever.

In addition, as prices have dropped and suppliers' margins have been trimmed, the back-up that they are able to provide their customers has been cut back.

This may help explain why a quarter of the small firms contacted in a recent study had not bought any kind of computer-based technology in the previous five years, while many which had were not using their full potential (see table).

Many small firms were making only "rudimentary" use of computers because few owners had any training or expertise in the application of new technology, says Christine Edwards, author of the study and professor of industrial relations and personnel management at Kingston Business School.

Small businesses are not the only ones to encounter problems in dealing with comput-



Rod (left) and Trevor Schrager: can carry out sophisticated financial and marketing planning on a tailored system

ers. Large companies can be equally disaster-prone. A third of major computer projects in the UK go over budget, overshoot completion dates or end up being scrapped as useless, according to a recent survey by accountants Peat Marwick McLintock.

For small firms, however, the consequences of a computer foul-up can be even more disastrous because they may lack the resources to ride out the problems.

Bess Typesetting & Graphics, a Beaconsfield, Buckinghamshire-based company, lost customers and staff and saw its bank overdraft spiral when it ran into difficulties installing an £85,000 computerised desktop publishing system. Tony Dunford, founder of the three-year-old company, says his problems were in trying different computer systems.

After hunting around for nine months to find a computer supplier who could meet his requirements, Dunford thought he had found the right people. But even the "experts" were unable to get the system buy, suggests Richard Varey,

up and running quickly and it took a year of trial and error before finally, last August, it was operating properly.

On top of all this, an employee who played a computer game on the company's system in his lunch hour introduced a "virus" into the equipment which took three months to eradicate.

"It was a traumatic year," says Dunford. "We had expected some troubles but not to that extent. If we had not had engineering and computer expertise within the company we would have gone down." With the computer now working pretty much as planned, turnover is expected to double this year to £260,000.

Dunford made careful preparations for his business launch and still ran into problems. But many small businesses seem to fail to plan their computer requirements. Businesses should start with a careful analysis of their needs before deciding whether they need to computerise and, if they do, what equipment they should buy, suggests Richard Varey,

managing director of North West Business Development Services, a Bolton, Lancashire-based consultancy.

Many small business owners are reluctant to call in consultants because of the cost, despite the fact that they may end up spending £5,000 to £20,000 on just the first stage of computerising their operations. Varey says he would expect to charge around £2,000 to analyse a smaller company's computer requirements.

It is quite possible that a study of the businesses needs may reveal that computers are not needed and that the administration can be handled quite adequately by manual methods. "Paper is very user-friendly," comments Cheryl Hyland, director of the Manual Business Systems Association. The association has handled 1,552 enquiries about manual systems in the past six months.

But if the business owner decides he does need to computerise he will be confronted with a confusing choice of systems. And despite this variety, a recurring complaint from business people is that they are unable to find a system to match their needs.

Graham Grover, managing director of Trident Microsystems, a Medium, Surrey-based distributor of electronic equipment, has spent the past nine months locating and working with a software company to produce a database which will allow his sales staff to record enquiries and to follow up leads at the appropriate time.

"I would have thought any small company would have given a lot to get its hands on a system like this because this requirement is not specific to us," says Grover. "But we had to design it ourselves." The software company carried out the work on this part of the system for free, but has the right to sell it to other users in a few months' time.

Deals like this may be one way around the problem of the cost of developing software to meet specific needs. Small business owners must otherwise weigh up the cost of paying for their own specific system against the inconvenience of buying a system off the shelf which meets some but not all of their requirements.

The Arabe Shipbuilding and Repair Yard Company of Bahrain (ASRY) intend to invite tenders from a select list of suitably qualified civil engineering Contractors for the above project. The main contract will include:

- a new dry dock, approximately 300 m long x 52 m wide, 14 m deep from cope to dock floor;
- a new quay 350 m long;
- mechanical and electrical services for the dry dock & quay;
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- infrastructure.

The contract will be awarded this year, with a contract period, including mobilisation time of 80 weeks.

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## SECOND DRY DOCK DEVELOPMENT PROJECT, ASRY, BAHRAIN

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## Wales hosts a Euro shop window

Peter Walker returned to Cardiff recently, six weeks after leaving office, to perform a task that had been close to his heart during his three years as Secretary of State for Wales.

In the Norman setting of Cardiff Castle he opened Europanier '90, a yearly exhibition that floats around the European Community and is intended to encourage small and medium-sized businesses to grow.

Walker placed great emphasis during his years in office on encouraging small firms in the principality, especially helping them to export, and although Europanier '90 is not geared specifically to this end, the two-day gathering is intended to help those who want to sell more abroad.

Few exhibitors expect to sell much, if anything. "That's not really the object," says Anne-Marie Jackson, sales manager of Handcast Designs, a producer of marble-type giftware and jewellery from Newtown in Wales. This is intended to be a show to bring about introductions."

Indeed, the event is not even solely about introductions. Alongside the display stands was a programme of seminars on subjects such as trade and export finance, mergers and acquisition, and legal services for 1992, and the tax consequences of cross-border relationships.

The European Commission in Brussels, which oversees Europanier, does a lot of homework before each year's show. It produces a directory of entrants which gives details of - among other things - their products, turnover and what they are looking for partnerships, agency agreements, franchises and so on. This is then circulated widely throughout the Community and enables companies to decide which companies they wish to contact.

The work done by the Commission is thorough, but for the participating native company there is still an area of risk.

John Parry, marketing manager of Denline International, a leading British manufacturer of industrial brushes in Llanwrtyd, north Wales, says: "You can sit here all day and perhaps no one will come."

Europanier began life in the Irish Republic two years

ago and the intention was not just to bring companies together but also to help companies in deprived regions of the Community. By the time of the second show, in Andalucia, Spain, last year there was great competition to win the next one.

The Welsh Development Agency was chosen to run the latest event and Dr Gwyn Jones, its chairman, explains that the show was important to Wales "because it brings business people into direct contact with other business people from abroad."

Some 170 Welsh companies took up the challenge, and over 400 companies arrived from around Europe to see them. DR Chemicals, of Swansea, is typical of the sort of company research.

Contact Asif Abdulla, Shell UK, Shell Mex House, Strand, London WC2 257 3349.

■ 31. Britain's largest venture capital group, has launched a £50m fund to finance management buy-outs in the East Midlands. The fund will be managed by the company's Leicester and Nottingham offices.

Contact Martin Gagan in

Leicester on 0533 555110 or

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■ A guide to sources of training and advice for small firms in Scotland is provided by The Enterprise Directory, which is now available in its third, 1990 edition. It provides information on small business services available from enterprise trusts, enterprise companies, local authorities and colleges.

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of Directors, 116 Pall Mall, SW1Y 5EL or Tel 071 730 5050.

92 pages £9.95 plus 50p p&p.

## In brief . . .

■ A one-day conference and exhibition aimed at new and expanding ethnic minority businesses will be held at the Bank of England in the City of London on Thursday, July 5. The Business Federation Conference '90 is intended to provide advice on raising finance and managing growth.

Further information on the event, which takes place between 10 am and 5 pm, from Philippa Tree, Tel. 071 973 4988. Entrance charge £25.

■ The Shell Technology Enterprise Programme (STEP), which places students with small businesses for eight-week summer projects, is looking for more companies to take students this summer. In previous years companies have used students for a variety of tasks including evaluating production techniques, fund-raising and market research.

Contact Asif Abdulla, Shell UK, Shell Mex House, Strand, London WC2 257 3349.

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## FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL  
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Tuesday June 26 1990

# Government by jawbone

There is something odd about the Chancellor of the Exchequer and the Governor of the Bank of England wringing their hands and begging banks to restrain their credit sales forces. The governor, Mr Robin Leigh-Pemberton, recently expressed the view, at a banking dinner, that credit had gone out of fashion. Last week the Chancellor, Mr John Major, spoke with apparent concern when he lectured the Conservative Women's conference on the scale of loans by direct mail, which includes various familiar appearances of standard marketing practice, such as unsolicited offers and free gifts. If the financial services industry did not produce a convincing code of practice, he intimated, the Government might have to step in.

Mr Major is under political pressure to speak as he did. Many voters wonder about the apparently glittering offers of loans that seem to come through the letterbox in ever-increasing quantities. The former Chancellor, Mr Nigel Lawson, received a frosty response at last year's conference when he rejected action to curb such marketing. That, he said, would be "nanny state" intervention. He was right.

### Prudential grounds

The governor and Chancellor may have a respectable argument on prudential grounds. There is also much to be said for promoting consumer protection where there is insufficient competition, limited transparency in dealings, or sharp practice. The investigation, before a committee set up by the clearing bankers, under the chairmanship of Sir George Blunden, the former deputy governor of the Bank of England. There is therefore a limited case for Mr Major and Mr Leigh-Pemberton to put before Sir George, who already has on his table the conclusions of last year's Jack Committee report on banking services. Such technicalities aside, the British Government must accept that either it believes in intervention, or it does not. It would be pointless to establish one of the world's liberal environments for the financial services industry and bemoan about the retail marketing of credit it is of little value.

There is no going back on

# Cosy duopoly in telecoms

THE British Government can be well satisfied with the radical telecommunications policy it embarked upon in the early 1980s. The UK now has five times as many users of mobile phones as West Germany or France, equipment prices are low by European standards and British industry enjoys a plethora of data services.

But, as the Government prepares for a major review of telecommunications policy in November, it would be wrong to rest on its laurels. The basic phone service is still far from perfect: customers complain they are not being treated efficiently and courteously; and people are being charged between two and three times costs for international calls.

The explanation is that it has proved difficult to crack BT's near monopoly over the basic service. Eight years after it was licensed, its small rival, Mercury Communications, has less than 5 per cent of the market. Without the threat of losing its customers, BT has had little incentive to improve the quality of its service.

The solution is more competition, which would put pressure on BT to cut its prices and to give its customers better service. When the Government privatised BT and set Mercury up as its rival, it stopped short of initiating a completely free market in telecommunications. The two companies were granted monopoly rights to provide basic phone services to give the former time to adjust to a commercial environment and the latter time to build its network.

This restriction should now be abolished since it allows BT and Mercury to operate a cosy duopoly. Instead of keeping entrepreneurial companies out of the market, the Government should throw it open to anybody that wishes to take part, whether they are foreign or British.

### Commercial realities

The Government should also sell off its remaining 49 per cent stake in BT, which only serves to protect BT from commercial reality by making it take-over proof. Such a move would incidentally make it more expensive for the Labour Party to carry out its threat of buying a majority stake in the

Ford is seeking to achieve miracles at its Dagenham car assembly plant to the east of London, to try to ensure that the operation, an integral part of its European manufacturing network, can survive through the 1990s.

Within the next two years it is seeking to attain the same levels of quality at the UK plant - previously a byword in the British motor industry for troubled industrial relations and poor workmanship - as it currently achieves at its Spanish assembly plant in Valencia.

On the face of it such a goal may not seem so ambitious, but little more than a year ago it would still have appeared to be a wild fantasy.

An internal Ford report leaked earlier this month reveals for the first time details of the yawning gap between the quality of Ford cars produced in Dagenham and those produced at its continental European plants. The report shows that the UK products still lag behind in terms of faults arising in trim and final assembly - from squeaks and rattles to water leaks - in paint finish and in body construction.

The very survival of the Dagenham car assembly operations is at stake and hinges on the success of the renewed quality and productivity drive, launched to follow up on last year's key decision to transfer all production of the Sierra range from Dagenham to Genk, Belgium, a move that will be completed next month.

The internal Ford report is highly critical of the performance in the past decade of Dagenham, the least efficient in terms of both quality and productivity of Ford's six car assembly plants in Europe. (The others are located at Halewood, in Merseyside, in the UK, Cologne and Saarbrücken in West Germany, and Valencia.)

"By the late 1980s Dagenham had become unreliable and at times almost out of control. Continued labour disruption, poor quality, and adverse cost performances were the product of an operation that required dramatic change if it was to survive in the 1990s," says the report.

It does not mince its words about the size of the task facing the Dagenham assembly operation. "The survival of this plant depends totally upon achieving improved quality, reliability of supply and productivity." (It is the car assembly operations, not the separate and much more successful Dagenham engine production operations, that are at issue.)

The body and assembly plant is a significant part both of Ford's British and its total European operation. A failure to bring the operation up to scratch would impinge deeply on the success of the whole Ford of Europe business, whose profits are currently playing a vital role in propelling up the profits of the Ford group.

The assembly operation accounts for 8.28 of the total Ford Dagenham workforce, hourly and salaried, of 13,144, and a total Ford of Britain workforce of 48,000. The plant produced 194,261 units (84,144 Sierras and 110,117 Fiestas) or 10.5 per cent of Ford's total European vehicle output last year of 1,855,459.

As Ford seeks to meet its declared ambitions of achieving best-in-class quality and becoming the most cost-effective car maker in Europe in the early 1990s, the Dagenham plant, "by all means", has to improve its performance and "make a massive area of improvement", says the report.

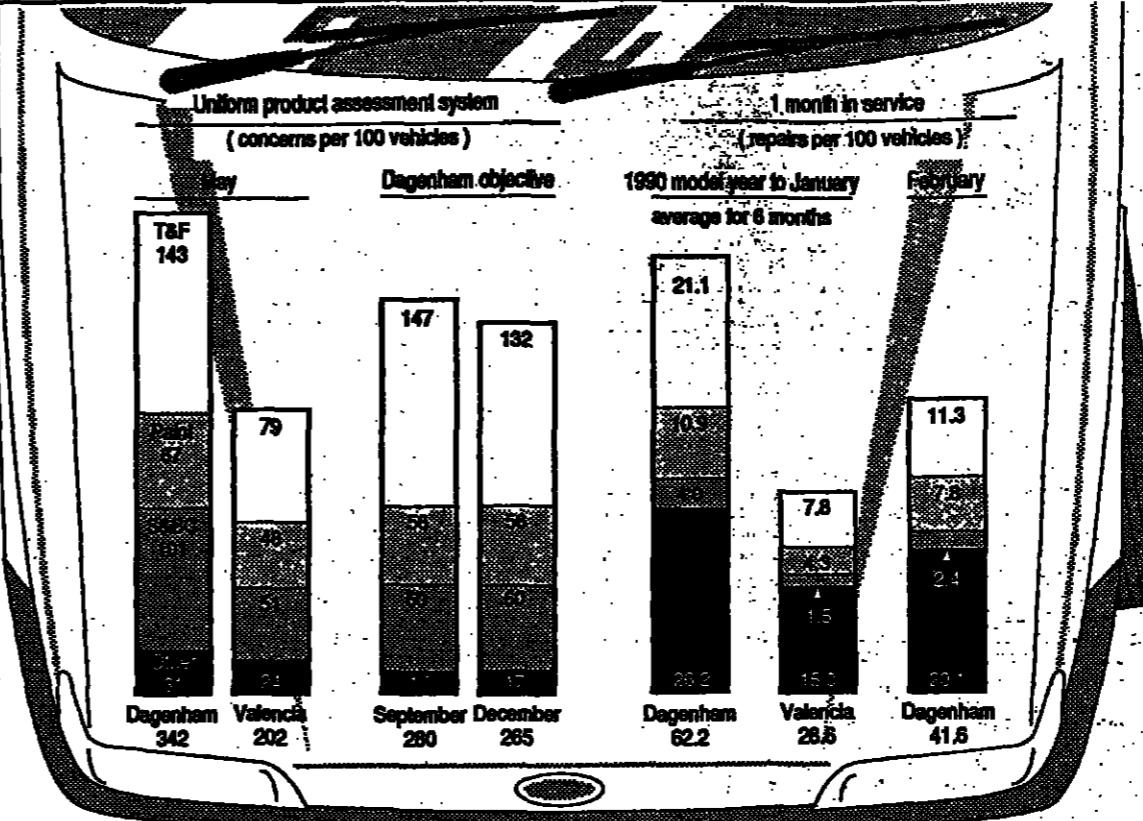
The report details the quality gulf that exists between Dagenham and Ford's continental European plants. According to the report, Dagenham Fiestas produced in May, 1990 had 362 identified problems or concerns per hundred units compared with 202 for Spanish-produced Fiestas.

Under the quality system based on one month in service warranty data

The survival of Ford's east London car assembly operations hinges on a renewed quality and efficiency drive, says Kevin Done

# Time to do or die at Dagenham

## FIESTA QUALITY



T & F: Trim & final assembly S & BC: Stamping & body construction. Model year begins in August

the Dagenham Fiestas produced in the 1990 model year to January (six months from August to January) had 62.2 repairs per hundred (RPH) compared with 23.6 for the Valencia Fiestas.

Judging quality and making plant by plant - let alone company by company - comparisons is a fraught but vital task for car makers. It is becoming more and more complex as vehicle

### HOURS PER CAR

| Plant                 | 1988 |
|-----------------------|------|
| Valencia - Fiesta     | 33   |
| Genk - Sierra         | 40   |
| Dagenham - Fiesta     | 57   |
| Halewood - Sierra     | 67   |
| Halewood - Escort     | 59   |
| Saarbrücken - Transit | 78   |

Source: Ford internal management report (1989)

operations span their production operations around the globe.

Ford of Europe employs two systems for measuring quality: the Uniform Product Assessment System (UPAS); and Thing Gone Wrong (TGW). UPAS is an internal Ford audit system for determining the quality of finished vehicles off the assembly line before they leave the plant. It is measured in "concerns per hundred units". TGW is based on warranty data of vehicles after so many months in service (MIS) with customers and is measured in repairs per hundred units (RPH).

Ford has not given up yet, however. It has renewed its commitment to

closing the gap, and there are signs to suggest that Dagenham is not the hopeless case it appeared to be even less than two years ago. In February alone the Dagenham RPH figure had been cut by a third to 41.6 compared with the previous six months.

Mr Albert Caspers, Ford of Europe manufacturing director, told the Financial Times in a recent interview: "Dagenham is coming along in an excellent way. We have not missed our production schedule on a single day this year."

Admittedly such an achievement would be taken for granted at the company's continental European plants, but it is unprecedented in Dagenham's recent history.

"I think the whole environment is improving. There is a different attitude in the plant. We have created an environmental teamwork. It is just like that, and us. It is like a coherent team than ever before."

The reality as painted in the internal Ford document is rather less rosy, but it also states that, "recently there has been a marked improvement in employee relations in most areas of the organisation. We have been able to achieve changes to production, shifts, work allocation and levels of employment, without major conflict."

"The changes have been brought about by a combination of actions ranging from a more open-management style, a willingness to involve all personnel in the changes, and, of course, the realisation that the future of this plant is uncertain unless significant changes are made."

The crunch is approaching fast.

Next month the last Ford Sierra will roll off the assembly line at Dagenham. When production resumes after the summer shut-down the plant will be reduced to producing only Ford's Fiesta small car and van range.

The decision to make Dagenham a single model plant with the concentration of all Sierra production at Ford's Genk plant, first announced in

May, 1989, was the key first step in Ford's latest attempt to transform Dagenham's performance.

It is aimed at greatly reducing the manufacturing complexity of the Dagenham body and assembly operation.

Final elimination of the Sierra next month will reduce the parts count by about 50 per cent and will cut the number of body types from 20 to 12, including right- and left-hand drive variants and the plumped high-roof Fiesta van. The disruption caused by model changes will also be reduced by about 50 per cent.

Dagenham's capacity for producing 1,104 cars a day will remain

unchanged. In order to achieve full capacity production of the Fiesta range, Dagenham will have to start exporting to continental European markets. Dagenham will be the sole European source for the Fiesta high-roof van, planned for launch in 1991.

Ford management accepts that it must "overcome the resistance in export markets to taking products from Dagenham," by implementing its plan to improve quality, schedule performance and productivity in the two years to 1991.

Implicit in the Ford management report is the admission that buyers in Britain of Ford cars built in the UK have to date been forced to take inferior products to those on offer to Ford buyers in continental Europe.

The launch of left-hand drive cars from Dagenham is supposed to represent the great leap forward in quality. The Ford report says it is planning to introduce the left-hand drive cars "at Valencia quality levels", but the same standard is to be spread across the whole of the plant's output.

Until now it has been working with the aim of reaching Valencia quality standards - measured by the UPAS system - by the end of 1992, but Mr Harold Poling, Ford's recently appointed hard-line chairman and chief executive, appears to have insisted on the target being brought forward.

For now Dagenham is supposed to represent the great leap forward in quality. The Ford report says it is planning to introduce the left-hand drive cars "at Valencia quality levels", but the same standard is to be spread across the whole of the plant's output.

In its endeavours to improve the Dagenham quality performance, Ford can at least take cold comfort from the success of some of its rivals operating in the motor industry in Britain, which have demonstrated that the competitive quality gap with rival continental plants can be closed.

Peugeot is now exporting a large part of the production from its Ryton, Coventry plant, which faced the threat of closure in the first half of the 1980s. General Motors is starting to export cars again from the UK (Vauxhall Cavalier) from its Luton plant for the first time in a decade and claims that quality is matching its continental European plants, while Mr Yukio Kume, chief executive of Nissan, says that it is obtaining Japanese levels of quality from the workforce at its Sunderland assembly plant.

The size of the task is still daunting. While the quality offensive is pursued, no less an challenge is faced in competing with continental European and Japanese productivity.

According to information presented by Ford in the wage negotiations last autumn, it still required an average of 57 hours in Dagenham in 1988 (59 hours in June 1989) to build a Fiesta compared with 33 hours in Valencia. Ford took 67 hours to build a Sierra in Dagenham in 1988 and 40 hours in Genk. Ford estimated that Nissan would require only 26 hours to build a Sierra-size vehicle in Sunderland when the plant is at full capacity.

Still in the UK's favour are vital factors such as lower labour costs, and a readiness to work longer hours than in some continental European countries, but for Ford this cannot make up for ever the gulf in quality and productivity. The clock is ticking.

## Changes in fashion

called Hit the Trail for Quayle has been formed by Dorothy Velloso of Peoria, Illinois. Claiming that the dignity of the Vice Presidency is under assault, the group writes complaining letters to television networks, newspapers and popular comedians such as Johnny Carson to bring a halt to Quayle jokes.

Mrs Velloso harbours special venom for the press and charges that "court jesters are running the country." But she seems to have tapped a vein of feeling. Affiliated chapters of Hit the Trail for Quayle are springing up elsewhere.

### Queer folk

Some family doctors will need to become more discreet when the bill giving patients the right of access to health records becomes law, probably in November 1991. Every

British move comes after a series of court cases have been decided in the well-known Paris fashion houses. The British designer, Alastair Blair, has joined Lanvin, while Bohan himself was succeeded at Dior by Yves Giandomenico Ferre.

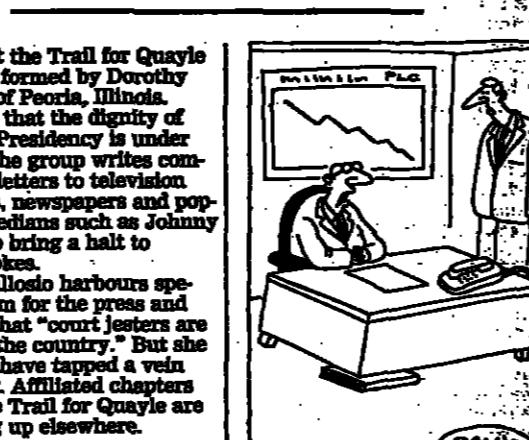
Bohan is not new to Britain, however, having headed Dior's London operation in the 1980s before being called back after Christian Dior's death to take charge of the haute couture studio in Paris. His return will allow the royal family, at least, to achieve an elegant compromise. Paris fashions, with a British label, though his discreet style may be a little too demure for some of the younger royals.

### Peoria play

How it will play in Peoria has long been a critical political test in the US. It may yet come to the rescue of Vice President Quayle, who does not always hit off with more sophisticated audiences.

A Quayle support group

## OBSERVER



clearly meant to be Canadian with about 18 per cent less than the US variety.

Mandela responded that he assumed there was no difference between the two great currencies of North America. Mulroney was trapped. "OK, US dollars," he said.

The new fund will thus end up with almost C\$6m. Which is just as well for Mandela: public donations to the African National Congress during his visit to Canada fell short of the C\$1m target.

### Can I help?

A reader visiting the Governor's House Antique Fair says that he finally dealt with the officious king of phrase "Can I help you?" by saying: "If you know a enough of all your pieces, we can start talking."

### Bally games

Eastern Europe is about to be introduced to risk-taking. The Chicago-based company, Bally Manufacturing, has signed a deal with Heim-Electric of East Berlin to distribute its gaming machines throughout the world. The chairman of Bally is Alastair Blair, husband of Baroness Blair, and the paper has a circulation of about 50,000.

The £300,000 endowment to University College could be a shrewd move. Keeping up Judaic studies should help to ensure a steady readership well into the next century.

### Mandela flair

Nelson Mandela has commercial as well as political instincts. At dinner in his honour in Toronto last week, Brian Mulroney, the Canadian Prime Minister, announced that Ottawa would donate \$5m dollars to help returning South African exiles and political prisoners. The dollars were

played in the first half. "Because it took so long to put my boots on."

Jasper always likes an Opening Night as he thinks it refers to Clicquot.



### CHAMPAGNE OF THE SEASON



Anatole Kaletsky on how the west can support the Soviet economy

## No to a blank cheque

Whether Mrs Margaret Thatcher likes it or not, the European Community is going to pour a great deal of public money into the Soviet Union. Whether President George Bush likes it or not, his normally compliant allies in Japan and South Korea will almost certainly do the same once their bilateral geopolitical disputes with Moscow are resolved. The issue to be debated at the western economic summit in Houston, therefore, should not be the one addressed by European leaders in Dublin last night. The question is no longer whether to support the Soviet economy, but how to do it.

At first sight, the sudden outburst of capitalist generosity towards the Soviet Union seems like a welcome diplomatic setback for the British and US Governments. Mrs Thatcher in particular has argued fervently against wasting money on the Soviet Union while its collapsing economy remains unreformed. Its commitment to democracy remains uncertain and its whole political system shows every sign of falling apart. Even more seriously, the possibility of foreign economic support provokes distinctly strained reactions among committed reformers in the Soviet Union itself. On its own, an infusion of western money would probably delay reform by dispelling the sense of imminent economic catastrophe which is driving the party, the bureaucratic apparatus and the Soviet people in a more progressive direction.

These fears are perfectly justifiable. The British and US Governments are almost certainly right to believe that unconditional support for the Soviet Union would be pouring money down a bottomless drain – and that it might impede rather than promote economic and political progress. At the same time, however, the Germans and French are probably right in their belief that liberalisation in the Soviet Union has little chance of succeeding without large-scale western support.

There are two possible resolutions of this paradox. The first is that perestroika is simply doomed to fail without western aid and the Soviet Union will collapse, with aid it may muddle along for a few years more, but sink deeper into its mire of bureaucratic stagnation. There could, however, be



a more hopeful resolution: substantial Western aid could be made an integral part of a broad economic reform package. In an era where inextricable political and economic changes have become commonplace, it would be too defeatist to dismiss the possibility of genuine east-west co-operation to reform the Soviet economy.

The Soviet leadership and people seems to have understood that the old command economy is incapable of being reformed any further. Politically, the country may now be ready to make the leap to a market-oriented system. This was the implication of the Supreme Soviet's decision this month to give Mr Gorbachev wide powers to introduce economic reforms by decree – although there were signs of backsliding at last week's Russian Communist Party congress.

And, only if, the Soviet Union is ready to move on reform, then the west can support this process and make it far less politically dangerous than it otherwise would be. If the US and Britain were to accept this proposition, rather than opposing aid to the Soviet Union almost as a matter of principle, then the whole debate on east-west relations would shift onto ground much more favorable to them. In fact, once the principle of economic support for perestroika is accepted by the west, the highest priority for anyone interested in the well-being of the Soviet Union will be to persuade Germany of the need for strict conditions on all aid.

sharply devalued rate. The west could then create a huge intervention fund, which would enable the central bank to maintain the rouble's new exchange rate. If the Soviets put all their gold and currency reserves of about \$30bn into this fund, a western contribution of about \$20bn might be enough to mop up the money overhang.

This would still leave the budget deficit, which is currently haemorrhaging new money into the economy at a rate of about 10 per cent of Gross National Product, or about \$75bn-100bn a year. Unless this deficit was closed, even the new convertible rouble would ultimately be consumed by hyperinflation. But closing the deficit would require drastic cuts in government spending, especially in the subsidies which at present keep many consumer prices below the costs of production.

The size of these imbalances could mean that any attempt to stabilise the rouble would be so painful economically that it would be political suicide, or without the west's support. But this view may be too gloomy. The Soviet economy has huge productive potential, which might be realised surprisingly quickly if there were genuine structural reform. Agriculture, distribution and services are widely considered by Soviet experts to be the three crucial areas in which production could rise very rapidly in response to the incentives of real private ownership.

Many western experts argue that until the Soviet Union creates a stable currency all other reforms will be doomed. If this is so, the only effective form of western aid would be to underwrite a new monetary policy which would ultimately create a convertible rouble. The apparent cost of any such proposal would be formidable, since it would effectively require the west to refine much of the Soviet Union's "monetary overhang." This is the money, estimated at about \$200bn, which Soviet citizens are thought to be holding involuntarily, simply because they cannot buy the goods they want in the shops.

At the current official "tourist" exchange rate this overhang is equivalent to about \$50bn. The most convincing way of trying to stabilise the rouble would be for the Soviet Union to make its currency convertible into dollars, at a

sharply devalued rate. The west could then create a huge intervention fund, which would enable the central bank to maintain the rouble's new exchange rate. If the Soviets put all their gold and currency reserves of about \$30bn into this fund, a western contribution of about \$20bn might be enough to mop up the money overhang.

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## From Yalta to Ditchley

Edward Mortimer reports on a post-cold-war peace conference

At the end of each of the world wars, the leaders of the victorious powers assembled to plan the shape of the postwar world. In 1919 there was the Congress of Versailles, which dictated terms of peace to the defeated and drew up the Covenant of the League of Nations. In 1945 there was a whole series of conferences: Bretton Woods to devise a new monetary system, Dumbarton Oaks and San Francisco to plan the United Nations Organisation, Yalta and Potsdam to decide the fate of the "liberated" countries in Europe and of defeated Germany itself.

Last weekend I found myself attending a similar conference among the victors of the cold war. They were for some reason mainly English-speaking powers, though with a smattering of continental west Europeans. The Japanese representative failed to turn up – which was rather worrying since in his absence the others agreed that Japan should play a leading role in the post-cold-war world, and in particular should pay most of the bills.

Less surprising was the absence of anyone from what people keep calling the Third World, even though they agreed that this was hardly the right term now that the Second World (the former Soviet bloc) had ceased to exist. From time to time an Australian delegate would gently remind us that Third World countries might have views of their own, but on the whole the theme was that they would be the object rather than the subject of post-cold-war history, the problem rather than the solution. The new world, it seemed, would be a tribal or "tri-polar" world (North America, Europe, Japan), although we would have to "camouflage tri-lateralism in wider global institutions". That of course is quite traditional: both the League of Nations and the UN were global institutions designed to ratify the decisions of the great powers of the time.

Equally traditional was the absence of any representative of the defeated powers, although some of us were not entirely comfortable about it. If the cold war was ending with an unconditional surrender like that of 1945, so that we could remodel the Soviet Union and its institutions from the bottom up and re-educate its people, but also the genuine implementation of structural and political changes which the Soviet Government has been debating for five years. If the Soviet Union were finally to put its "regulated market economy" into practice, western aid could prove an excellent investment.

Better if somehow Russia could be made to feel part of the new order, if the "European" elements in her culture could be encouraged at the expense of the "Asiatic". But, since the cold war was ending, the Russian military threat was no longer our main preoccupation. What worried the Europeans most was the prospect of large-scale population movements, heading towards western Europe from east and south. These movements, it was said, would be economically not politically motivated. Therefore "we would not betray our values if we decided to turn people back" (I like that boat people!). Next door, in the Bretton Woods Room, delegates had almost convinced themselves that no radically new rules or institutions were needed to achieve, say, 40 per cent real growth in G7 countries over

the next 10 years: just gradually improved co-ordination of fiscal, monetary and international trade policies. At this point, however, their complacency was shattered by a small commando of scientists and scientifically minded diplomats who had somehow infiltrated the meeting. That much "growth" as conventionally measured, these gentlemen asserted, might well cause irreversible climate change and render much of the planet uninhabitable.

International organisation as such was being discussed in the third room, the Dumbarton Oaks Room. One bold British delegate suggested that all the postwar international institutions were now obsolete, and that the time had come to sit down and design a completely new set, adapted to the new age. But a more popular view was that it was mainly the cold war which had prevented the institutions of 1945 (the UN system) from working properly, and that now the cold war was over those institutions were at last coming into their own.

The Security Council was working better, thanks to co-operation between the five permanent members. The General Assembly had taken to working by consensus, on issues such as terrorism, the environment or drugs, instead of passing purely rhetorical resolutions against weapons (or northern) aggression. Peacekeeping rules, by the Secretariat under guidelines laid down by the Security Council, had had great successes in Namibia and Nicaragua, and might soon be put to an even tougher test in Cambodia. But could we get back to actual enforcement of Security Council resolutions on recalcitrants, as envisaged in Chapter VII of the Charter? Would there at last be effective sanctions against states that committed genocide, or used chemical weapons, or wantonly damaged the global environment?

At this point I woke up, and found I was not attending an intergovernmental conference at all, only one of those elegant interlaced brainstorming sessions at Ditchley Park. As I gazed out at the bayfield running down to the artificial lake I realised it had all been a bad dream. Chemical weapons, global warming and the rest of it seemed as far away and improbable as the earthquake in Iran. Everything was comfortable and familiar. With any luck the cold war would still be on.

## LETTERS

### Surplus by degrees

From Mr James Murphy.

Sir, Michael Prowse (June 21) is right to be sceptical about the efficacy of market forces in lifting educational standards. As he perceptively observes: "Japan, West Germany, Sweden and France appear to achieve much higher average standards than those in the US, without abandoning democratic control of the schools and relying on market mechanisms."

However, timely though such scepticism is, it is, to judge from the report on a previous page ("Employers find graduate demand easing", June 21), rather too constrained.

As this report indicates, the present educational system, for all its alleged ineffectiveness, now provides the nation with a labour force which is "over-educated" not "under-educated" relative to economic needs.

Not only were 8 per cent of arts graduates and 7 per cent of science graduates in 1988 surplus to economic requirements, but, more pertinently in this context, a considerable proportion of those graduates in work were, according to the report, "under-employed".

Attempts so far to determine the precise extent of such "over-education" suggest that education's ability to produce graduates now greatly exceeds the economy's ability to exploit such an expensive resource.

The Department of Employment, for example, found in its survey of 1980 graduates that some 23 per cent of such graduates were, six and a half years on, in jobs where a higher education qualification was neither required nor helpful.

Or, more recently, as the UK Government report on "Highly Qualified People" revealed: "Only in one third of the jobs to which (employers) had recently recruited new graduates was a degree considered essential."

In the circumstances, to look for ways of making present educational arrangements more efficient is, as far as the economic needs of the UK are concerned, to look the wrong way. If past policy is anything to go by, it will merely ensure that yet again the opportunity for a more sensible balance between education and training will be lost.

James Murphy,  
Department of Education,  
University of Leicester

### 'Greatly to be welcomed'

From Professor J.E. Meade.

Sir, The recent speech in which the UK Chancellor outlined his proposals for the issue by a European Monetary Fund of an alternative independent currency in the form of a "hard" Ecu is greatly to be welcomed.

One criticism of the proposal which Mr Major mentioned, and against which he proposed certain defences, was that the issue of a new additional currency could lead to an increased supply of money and thus to an increased, rather than a decreased, danger of price inflation.

However, if two clear conditions are fulfilled, it could lead only to a decreased danger of price inflation.

The first condition is that it should be the recognised duty of each national central bank, and not of the European Monetary Fund (EMF), to ensure that the rate of exchange between its national currency and the new "hard Ecu" was kept at or near an agreed target level.

For this purpose, each national monetary authority would have to design its own national monetary policy, so as to avoid any domestic inflation which would cause an unwarranted depreciation of its currency in terms of the Ecu.

The Ecu opens opportunities

From Mr Robert Miller.

Sir, Professor Goodhart (Ecu a gambling chip? June 22) suggests that Mr John Major's proposal for a "hard Ecu" is defective (in part) because it would allow the holders a call option to buy the hardest national currency in the ERM. It would amount to central banks, through the European Monetary Fund (EMF), effectively underwriting these calls.

He claims that they would be reluctant to take on such an open-ended contingent commitment. But the commitment is only contingent on the relative weakness of their currencies. No depreciation, no exercise of option and no commitment.

Admittedly, the scheme as currently described seems to allow for a "free rider" problem, as the central banks would not be liable in proportion to the weakness of their currency. The solution might be to force the central banks of the weakest currencies to pick up the bill for the exercise of

### Converted to tech training

From Mr D.J. Lewis.

Sir, Your leader refers to the desirability of altering the emphasis in the city technology college (CTC) programme, to convert existing properties rather than create brand new colleges (June 14). This is already happening.

This would aim to do by controlling the rate of interest at which it would issue Ecu currency, and by indulging in open-market purchases or sales of national currencies in return for Ecu.

The setting of this Ecu rate of interest and these open-market purchases and sales would be wholly at the initiative and discretion of the EMF – without any intervention by national central banks.

Of course there would be problems. But so far as these two basic conditions were successfully observed, Europe would be provided with an alternative non-inflationary currency which could immediately be used by European individuals or corporate bodies for transactions or holding at their own choice. On this basis the governments, if they want, could ultimately construct a full European Monetary Union (EMU) with a single currency.

J.E. Meade,  
40 High Street,  
Little Shelford, Cambridge

### Takeover most foul

From Mr Simon Rippon.

Sir, I note with concern that your photograph of Thames Water's proposed wildfowl reserve on the Barn Elms reservoirs (FT, June 15) features a pair of fat Canada geese and a flock of six offspring.

These aggressive immigrants with their ugly foghorn voices have only come to the region in the past few years, but they are breeding at such a rate that they threaten to take over from all other species.

As one who rows on the nearby Thames most mornings, and is happy to share the river with swans, ducks, herons and many others, I regret to say that it is we who will soon need protecting. I would ask that Thames Water should consider opening its wildfowl reserve with a gigantic cull of Canada geese.

Simon Rippon,  
8 Rungway Mansions,  
Chipstead, Surrey

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## Olympian task of filling Canary Wharf

David Lascelles watches the comings and goings at Europe's biggest building site

CANARY WHARF, the large commercial development under construction in London's Docklands, yesterday gained one big tenant, but lost another.

American Express, the US travel and financial services group, announced plans to locate its new European headquarters on the 71 acre site, occupying 300,000 square feet.

However, Merrill Lynch, the US brokerage firm, said it had decided to cancel earlier plans to take space after failing to reach agreement with the developers.

The announcements leave the amount of space so far taken up at just over 2m square feet, or about one fifth of the total 10.4m planned.

Mr James Robinson, American Express chairman, said the new headquarters "will give us the flexibility to accommodate our future business plans while substantially containing real estate costs."

The new headquarters will house American Express International, which includes travel-related services, American Express Bank and Consumer Financial Services, as well as subsidiaries such as Boston Safe Deposit & Trust Co, and Acuma, a financial planning firm.

But the largest proportion of space will be taken by Lehman Brothers International, the group's investment banking arm which is currently located in Broadgate in the City of London.

Altogether, American Express will move about 1,500



staff from six buildings to Canary Wharf in May 1992.

Mr Michael Dennis, managing director of Olympia & York, the Canadian developers of Canary Wharf, said: "Today's announcement together with the tenants to date clearly demonstrate the depth of demand for space of the quality to be found at Canary Wharf."

He said O&Y now had "anchor tenants" for six of the first eight buildings under construction, and by the end of the year it would have major tenants for the two remaining buildings being built under phase one.

Merrill Lynch had signed up for 240,000 square feet. But a spokesman said last night that the company had been unable

to reach agreement with O&Y "on terms that would meet our various business needs". He declined to elaborate. O&Y has offered to put new proposals to Merrill in an effort to persuade it to change its mind, and Merrill said it was willing to consider them.

The American Express deal was the second in less than a week following the agreement by Manufacturers Hanover, the US bank, last Friday to take up 200,000 square feet. The venture - the largest of its kind in Europe - is still therefore making no progress.

Nonetheless, the precise terms on which companies are taking space at Canary Wharf remain shrouded in the same mystery as Olympia & York like to cover their own affairs. This has given currency to rumours - always denied by

Andrew Walker, property market analyst at BZW, the British investment bank, pointed out yesterday, firms which agreed to take space when the project was in its infancy had let-out clauses if insufficient space was let.

There was speculation yesterday that the recent flurry of lettings might be due to the fact that O&Y was approaching deadlines to satisfy the requirements of earlier leases that a certain proportion of the project to be let by now.

Nonetheless, the precise terms on which companies are taking space at Canary Wharf remain shrouded in the same mystery as Olympia & York like to cover their own affairs. This has given currency to rumours - always denied by

the company - that potential tenants were being given enormous inducements to sign up.

There was no indication of the term or cost of American Express' agreement, or whether it included grace periods. Nor would the company say whether Olympia & York had agreed to assume responsibility for American Express' existing leases in London. This is common O&Y practice, and was used when American Express agreed to become an early tenant in O&Y's huge development off Wall Street, the World Financial Centre.

O&Y would only say yesterday: "We shall be working with American Express to dispose of their leases."

Although O&Y's publicity refers to "amount of space taken", some of the companies have only signed letters of intent which do not bind them to take up a tenancy contract.

The continuing doubts about the project centre on a number of points. One is the state of the Docklands themselves, which will be a massive construction site for most of this decade. Another is Docklands' notorious transport and access problems. Although these are being addressed, the key underground rail link is not due to be opened until 1996.

Nonetheless, the precise terms on which companies are taking space at Canary Wharf remain shrouded in the same mystery as Olympia & York like to cover their own affairs. This has given currency to rumours - always denied by

Caterpillar was tempting fate when it decorated the cover of its last annual report with a picture of one of its earth-movers building an airport near Osaka. Behind yesterday's gloomy profits warning from the second largest US exporter, after Boeing, lay a number of factors, but Japan loomed large amongst them. Recession in Brazil, a weak construction market at home and delays in finishing a plant modernisation programme have all taken their toll, to the point where Caterpillar expects earnings per share this year to be well below 1989's \$4.90, itself well down on 1988's \$6.07. But of much wider relevance is the further evidence of how hard an uphill struggle US capital goods companies are having against their Japanese rivals, in Caterpillar's case its arch-rival Komatsu.

A large part of the problem for Caterpillar has been the near-30 per cent strengthening of the US dollar against the yen since the latter part of 1988. The company depends on exports for 55 per cent of sales, and Caterpillar has also had to invest hugely to stay competitive with Japan, since 1986. Capital expenditure has totalled \$2.7bn, plus another \$1.7bn of research and development spending. Caterpillar's long-term debt is now \$1.8bn. It is in the same boat in this respect as other US capital goods companies such as Cincinnati Milacron and Cummins Engine, which have been finding it tough to generate any earnings momentum.

Caterpillar's warning is also a reminder of the shaky foundations of the Wall Street rally which has taken the Dow Jones to the 3000 mark. For the likes of Coca-Cola or Procter & Gamble, 1990 may look better than expected, but construction-related stocks like Caterpillar are looking exposed.

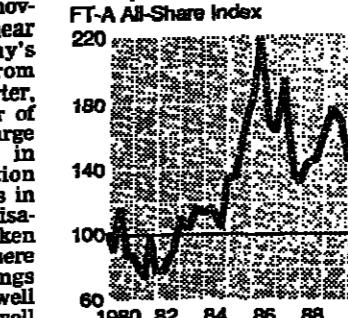
That said, Foxboro's history is gruesome. It has made cumulative pre-tax losses over the past five years of over \$100m. On several occasions it has passed its dividend. Nevertheless, says Siebe, there will be no dilution. Assuming a full year interest cost of some \$65m, this would involve Foxboro moving abruptly from an operating margin of almost nil to 11 per cent. This is a couple of points lower than Siebe's own margin, but how the trick is to be done so swiftly is not made clear.

The longer term case is that Foxboro has spent heavily on a new generation of process controls which despite an awkward history of not wanting to pay its debts, are supposedly state of the art. Siebe is thus buying a development company with an established brand name, the end result being a US-based controls business with sales of \$1.9bn, or almost 65 per cent of the total com-

## THE LEX COLUMN Caterpillar stops in its tracks

### Siebe

Share price relative to the FT-A All-Share Index



pany. And for once, it is to be done without Siebe upsetting the market with cash calls.

The UK market, that is. Seduced by the claims of its advisers that the US business would sell on 15 times earnings instead of the 9 times the whole group fetches at home, Siebe is planning some kind of US fund-raising. But as ETR has apparently found, this kind of thing is easier to talk about than to put into effect. And from the viewpoint of the existing shareholders, when your company is shell-shelling out the kind of money Siebe is paying for Foxboro, there is much to be said for the pressure of the banks as a financial discipline.

### Canada

The initial muted reaction in the financial markets to Canada's constitutional crisis may be the lull before the storm. But it could also mean that markets are better than the domestic politicians at judging the economic consequences of an affair which is likely to drag on for a long time to come. Politics obviously have a part to play in assessing any country's credit risk; but then, Canada's near 10 per cent real interest rates provide a considerable cushion.

Whatever happens to the Canadian political system, it is hard to see the result damaging the long-term prospects of blue-chip Canadian companies like Seagram, Northern Telecom, Alcan and Inco. The rising political worries have long since been discounted in the bond markets, where Canada is having to pay a substantial premium for foreign funds. Its core inflation rate is little different from the US, yet the spreads between US and Canadian Government paper are at near record levels. In the short term at least, the course of local interest rates and the currency will have a far more material influence than the bickering between the local Canadian politicians.

Canada's attractions to foreign equity investors as a cheap way into the North American market are likely to remain intact, whatever the outcome. However, the current remains the big story, it has apparently again had an awkward history of not wanting to pay its debts, and is now overvalued in almost any criterion. But the economy is flat and the pressure to avert a recession is growing. At some stage Canadian interest rates will have to fall. This will be the real test for the currency.

## East Berlin opposes power takeover plan

By David Goodhart in Bonn

A PROPOSAL from West Germany's three main power utilities to take a controlling stake in the East German power supply industry has run into opposition from the East German Volkskammer (parliament) and from the West German Cartel Office.

The proposal from RWE, Preussen Elektra (part of Veba) and Bayernwerk, which was due to have been signed tomorrow, could turn into another competition policy test case for the East German state, and a new political battle between a host of institutions in the two Germanies, ranged on different sides of the argument.

The West German utilities confirmed yesterday that talks had been going on "at the wish of the East German Government" and Mr Hermann Krämer, of Preussen Elektra, said that an investment "in the two-figures billions of D-Marks" had been discussed.

According to press reports the three utilities want to take over East Germany's 15 regional electricity suppliers and the electricity net but want to avoid responsibility for liabilities arising from environmental damage and for the country's nuclear plants. About 80 per cent of electric-



President Bush (right) greets Nelson Mandela at the White House yesterday

## Bush and Mandela move closer over S African armed struggle

By Lionel Barber in Washington

PRESIDENT George Bush and Mr Nelson Mandela, deputy president of the African National Congress, yesterday narrowed their differences over the use of violence to end apartheid in South Africa.

Mr Mandela stopped short of meeting US demands for a renunciation of the armed struggle, but he revealed that the ANC was ready to announce a "cessation of hostilities" if, as expected, the next round of talks with all parties in South Africa to end apartheid had been successful.

The Bush administration welcomed Mr Mandela's remarks and said the two leaders had reached "a greater understanding" on other issues including sanctions, the need for financial aid to the ANC, and the outcome of future negotiations with Pretoria.

The violence issue threatened to mar yesterday's two-hour White House meeting, the high-point of what has so far been a triumphant 12-day tour of the US for Mr Mandela.

However, in words which US officials later described as "significant", Mr Mandela added: "We are also addressing ourselves to making available financial aid for black groups in South Africa."

Mr Mandela has made the maintenance of sanctions a top priority of his US tour, arguing that any premature move would undercut the ANC's bargaining position with Pretoria.

## Food price rises prompt riots in Zambian capital

By Mike Hall in Lusaka

ARMED Zambian police fought running battles in the capital Lusaka yesterday with thousands of stone-throwing students and shanty town residents who were protesting against the doubling of the price of maize meal last week.

Police sealed off the city centre after demonstrators began looting shops on Cairo Road in the heart of the business district.

Bursts of automatic gunfire rang out over several impoverished settlements in eastern Lusaka and tear gas swept through side streets as police tried to disperse rioters for most of the day.

Residents in one area said they had seen two people shot, but did not know whether they had been killed or injured. Other witnesses claimed to have seen a policeman killed. Scores were injured after being kicked and beaten with truncheons by police and paramilitary forces.

Many others were arrested. State-run shops were looted in some areas, while others closed amid fears that the rioting would spread.

The fighting poses one of the most serious challenges to the authority of President Kenneth Kaunda since he took office in 1964 and threatens to undermine the Government's economic recovery programme.

The cut in subsidies for IMF-approved economic reforms launched last year. Reforms at risk, Page 7

Today, the 71-year-old black leader addresses a joint session of the US Congress.

In his opening remarks, Mr Bush invoked Dr Martin Luther King, the slain civil rights leader and called on all parties in South Africa to end violence. The US was looking for a "clear and unequivocal commitment to negotiations leading to peaceful change."

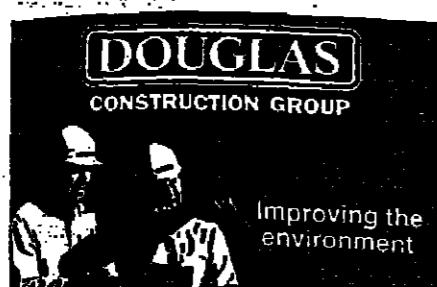
Mr Mandela gave an ambiguous response, reserving the right to pursue the armed struggle while making clear that the ANC would not use violence as long as negotiations continued with the South African government.

However, in words which US officials later described as "significant", Mr Mandela added: "We are also addressing ourselves to making available financial aid for black groups in South Africa."

Mr Mandela has made the maintenance of sanctions a top priority of his US tour, arguing that any premature move would undercut the ANC's bargaining position with Pretoria.

### WORLDWIDE WEATHER

| City      | Temp | Wind | Temp | Wind | Temp | Wind | Temp | Wind |
|-----------|------|------|------|------|------|------|------|------|
| London    | 20   | W    | 20   | W    | 20   | W    | 20   | W    |
| Paris     | 22   | W    | 22   | W    | 22   | W    | 22   | W    |
| Frankfurt | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Berlin    | 20   | W    | 20   | W    | 20   | W    | 20   | W    |
| Munich    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Vienna    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Paris     | 22   | W    | 22   | W    | 22   | W    | 22   | W    |
| Frankfurt | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Berlin    | 20   | W    | 20   | W    | 20   | W    | 20   | W    |
| Munich    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Vienna    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Paris     | 22   | W    | 22   | W    | 22   | W    | 22   | W    |
| Frankfurt | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Berlin    | 20   | W    | 20   | W    | 20   | W    | 20   | W    |
| Munich    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Vienna    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Paris     | 22   | W    | 22   | W    | 22   | W    | 22   | W    |
| Frankfurt | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Berlin    | 20   | W    | 20   | W    | 20   | W    | 20   | W    |
| Munich    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Vienna    | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Paris     | 22   | W    | 22   | W    | 22   | W    | 22   | W    |
| Frankfurt | 21   | W    | 21   | W    | 21   | W    | 21   | W    |
| Berlin    | 20   | W    | 20   | W    | 20   | W    | 20   | W    |
| Munich    | 2    |      |      |      |      |      |      |      |



FINANCIAL TIMES  
COMPANIES & MARKETS

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Tuesday June 26 1990

INSIDE

**Elders IXL sells stake in Elders Resources**

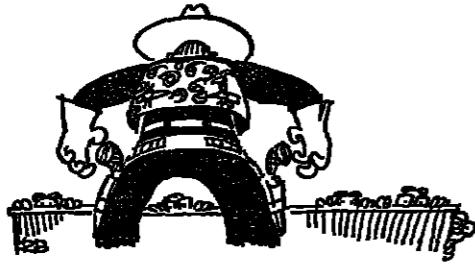


Elders IXL, the troubled Australian brewing conglomerate headed by John Elliott (left), has sold its controlling stake in Elders Resources NZPf for a loss. The sale to a New Zealand forestry group is the latest in an asset disposal programme aimed at streamlining the group's operations.

Page 24

**Dairy Farm moves into NZ**  
Dairy Farm International, a retailing and wholesaling offshoot of Hong Kong's Jardine Matheson group, is making its second international takeover in six weeks. It is to acquire Woolworths (New Zealand) from Lion Nathan, New Zealand's largest brewing and hotel group. John Elliott looks at Dairy Farm's moves abroad and the acquisition of New Zealand's leading supermarket chain. Page 24

**Pickens, pen and sword**

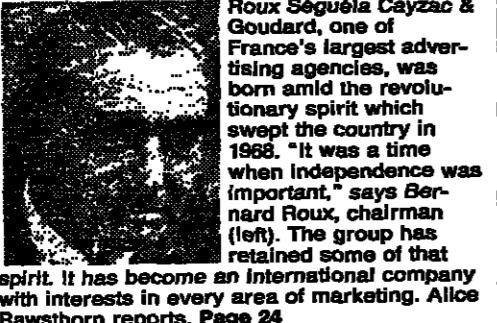


T. Boone Pickens, the Texan corporate raider, arrived in Tokyo last week ready to cross swords with Koto Manufacturing, the Japanese automotive parts maker. Within days, there were sharp words from both sides as they prepared for the company's annual meeting on Thursday. Stefan Wagstyl reports. Page 27

**Gestetner advances 33%**

Gestetner, the UK office equipment and photocopier distributor, recorded a 33 per cent increase in pre-tax profits in the six months to April 30. Hanlimex, the Australian photographic equipment group acquired by Gestetner last year, was hit by softening consumer markets in Australia and the UK, yet still managed to contribute £6.6m (£11.3m) to trading profits. John Thornhill reports. Page 30

**Spirit of the French revolution**



Roux Séguin & Goudard, one of France's largest advertising agencies, was born amid the revolutionary spirit which swept the country in 1958. "It was a time when independence was important," says Bernard Roux, chairman (left). The group has retained some of that spirit. It has become an international company with interests in every area of marketing. Alice Rawsthorn reports. Page 24

**Market Statistics**

|                      |       |                          |       |
|----------------------|-------|--------------------------|-------|
| Bond lending rates   | 42    | London traded options    | 25    |
| Benchmark Govt bonds | 25    | London credit options    | 25    |
| FT-A indices         | 25    | Managed fund services    | 36-41 |
| FT int bond service  | 25    | Money markets            | 25    |
| Financial futures    | 25    | New int bond issues      | 25    |
| Foreign exchange     | 42    | Oil and commodity prices | 33    |
| London record issues | 25    | World stock and indices  | 43    |
| London share service | 26-37 | UK dividends announced   | 25    |

**Companies in this section**

|                      |    |                     |    |
|----------------------|----|---------------------|----|
| Allen                | 32 | Lion Nathan         | 24 |
| American Business    | 32 | MAS                 | 27 |
| Artilmes             | 32 | Macquarie Bank      | 25 |
| Armc                 | 25 | MetLife             | 26 |
| Boco                 | 24 | Mining              | 26 |
| Orcares              | 24 | Metgesellschaft     | 22 |
| Carter Holt Harvey   | 24 | Micrel              | 22 |
| Cassidy Brothers     | 30 | Minolta             | 22 |
| Caterpillar          | 27 | Mitsubishi Bank     | 22 |
| Citicorp             | 27 | Murray Enterprise   | 32 |
| Dairy Farm Int'l     | 24 | Nissan Diesel       | 32 |
| Danze Investment Tst | 32 | OmniTech            | 27 |
| Dekker               | 24 | Penwest             | 27 |
| Elders IXL           | 24 | People Drug Stores  | 27 |
| Food Industries      | 31 | Philips             | 27 |
| Gestetner            | 30 | Ratners             | 30 |
| Globe Investment Tst | 32 | Reader's Digest     | 31 |
| Granger Trust        | 32 | Seachai & Satchi    | 27 |
| Greg Middleton       | 27 | Samsung             | 26 |
| Hartwicks            | 25 | Seachai Corporation | 26 |
| JS & L               | 30 | Unilever            | 30 |
| Koto Manufacturing   | 27 | Wellman             | 32 |
| Latham (James)       | 32 | Whitecroft          | 24 |
|                      |    | Yves Saint Laurent  | 24 |

**Chief price changes yesterday**

| FRANKFURT (DM) |              | PARIS (FPM)     |            |
|----------------|--------------|-----------------|------------|
| Mises          | 17.5         | Mises           | 57.5       |
| Alaris         | 533 + 17.5   | Elf Gaso        | 120 + 5.7  |
| Sal & Salz     | 27.5 + 12.5  | Elf Gaso        | 482 + 2.4  |
| Sal & Salz     | 757.3 + 12.5 | Elf Gaso        | 782 + 3.8  |
| Fellas         | 900 - 10     | Luchaire        | 475 - 12.5 |
| Brown Boveri   | 1053 - 12.5  | Michelin        | 922 - 9.3  |
| Reach          | 336 - 12.5   | Michelin        | 925 - 9    |
| Hofmann (F)    | 1653 - 15    | TOCHYO (Yen)    |            |
| Mises          |              | Mises           |            |
| Fedora         | 51 + 12.5    | Dakko Eng       | 1050 + 7.0 |
| Hengelo        | 900 + 1.5    | Hercules Powder | 1050 + 5.0 |
| Hermes Gold    | 40.5 + 1     | Hercules Cos    | 2220 + 200 |
| Hermes Gold    | 40.5 + 1.5   | Hercules Cos    | 2220 + 200 |
| Fellas         | 40.5 + 1.5   | Caron           | 1000 - 100 |
| Amico          | 7.5 - 11.5   | Staessens Ware  | 1040 - 110 |
| Caterpillar    | 50.5 - 4.5   | Sunfimo Cos     | 951 - 65   |

New York prices as at 12.30pm.

|                |          |             |             |
|----------------|----------|-------------|-------------|
| London (Pence) | 16       | Spyhawk     | 207d + 15.2 |
| Alcoa          | 500 + 16 | SulCharmec  | 207 + 28    |
| Amico          | 175 + 6  | TACE        | 207 + 11    |
| Boco           | 700 + 10 | Tamco       | 204 + 11    |
| Brown Boveri   | 600 + 10 | Unilever    | 703 + 11    |
| Eurotun        | 400 + 20 | WPP Grp.    | 818 + 5     |
| Intl Steam     | 110 + 21 | Webster     | 35 + 5.5    |
| Ling (John)    | 303 + 12 | Witco (Del) | 255 + 10    |
| Parsons        | 150 + 12 | Yell        | 22 - 6      |
| Price Marston  | 215 + 27 | Yell        | 22 - 6      |
| STC            | 256 + 8  | Yell        | 22 - 6      |
| Scot & New.    | 337 + 11 | Yell        | 759 - 14    |
| Stm. Water     | 148 + 6  | Yell        | 759 - 14    |

FINANCIAL TIMES

COMPANIES & MARKETS

Tuesday June 26 1990

**Siebe to buy Foxboro for \$656m**

By Nikki Tait in London and Rod Oram in New York

SIEBE, the acquisitive UK engineering group, has agreed to pay \$656m for Foxboro, the loss-making process controls supplier based in Massachusetts.

Siebe is making a recommended cash tender offer at \$32 a share, valuing the US company at \$656m. The deal is being financed by bank borrowings, but Siebe said it was considering a separate flotation of Siebe Inc, the holding company for its US interests.

Siebe has already built up a significant position in the controls equipment market, partly through US acquisitions such as Robertshaw for \$46m in 1986 and Barber Colman for \$22m in 1987. The Foxboro deal will take it into process control systems, and shift it towards heavy industrial users in petrochemicals, pharmaceuticals and food-processing.

The cost of improving the products and fixing newly installed systems under warranty pushed the company into losses for the past three quarters and it only expects to break even this quar-

ter. Foxboro and its analysts say, however, that the problems are behind the company and order prospects for the systems are bright. Wall Street believes net profits could rebound during the early to mid-1990s to the \$35m a year level seen in the early 1990s.

But even at that level, equal to about \$3 a share, would still represent a hefty multiple on Siebe's purchase price of \$32 a share.

"The problems with the new generation of equipment are largely solved," said Mr John Adams, chairman of Adams, Harborth and Hill, a Boston stockbroker.

Foxboro decided to put itself up for sale earlier this year. Several companies from around the world made bids which were "very competitive" to Siebe's,

according to Salomon Brothers, Foxboro's investment bankers.

Yesterday, Mr Barry Stephens, chief executive of Siebe, conceded that Foxboro's track record was "an Olympic gold medal standard," but claimed that the deal should not lower Siebe's earnings per share after financing costs.

He was less precise about how much he believed, although he pointed to strains which the development of the new automated product line had put on the business, with investment amounting to \$250m over the past five years.

Mr Stephens also suggested that there was a need to establish "correct" selling prices and engineering budgets, to expand sales, and to ensure that there was no waste within the company. He would not be drawn on any

rationalisation plans, saying only that "we are looking at it all very carefully."

The UK company has arranged a \$1bn loan facility, led by Bankers Trust, to fund the deal and refinance existing borrowings. Chemical Bank, National Westminster, and Lloyds Bank are also participating in this package.

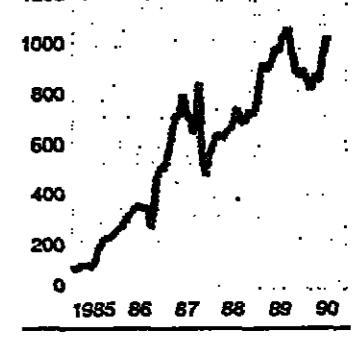
Immediately after the acquisition, Siebe's gearing will rise to just over 100 per cent, compared with a little over 80 per cent at the last year-end.

Siebe said that its advisers were studying the various possibilities for floating some of the equity of Siebe Inc. According to Mr Stephens, a significant minority stake — perhaps 25 per cent — might be passed to external shareholders. Siebe Inc's annual

**Siebe**

Market capitalisation (£m)

1200



sales, including Foxboro, would be around \$2bn, about two-thirds of the group total. In London, one analyst estimate that Siebe Inc might attract a market capitalisation of £1bn, with a flotation raising perhaps £250m for the UK parent company.

Siebe's shares fell 25p to 505p.

**Michelin to cut over 2,000 jobs at Clermont-Ferrand**

By William Dawkins in Paris

MICHELIN, the world's largest tyre group, yesterday announced that it will shed 2,260 jobs, 4.6 per cent of its total workforce, because of a fall in demand and prices in the French and US car industries.

The long-awaited decision comes days after Mr Francois Michelin, the group's chairman, warned a shareholders' meeting that the group might return to losses and that the next two to three years would be difficult.

As on previous occasions, the job cuts will be voluntary. Workers have until the end of next March to apply for a range of redundancy, retraining and job creation schemes.

Michelin has already been forced to cut investment plans and seek cost reductions because of an unexpectedly strong fall in demand for replacement tyres in France, down 9 per cent in the first two months of this year, and demand for new tyres in the US.

Car sales in the US — where Michelin makes a quarter of its sales — fell 22.5 per cent in the first quarter of the year, while the European car market looks as if it will be flat this year, say Michelin officials.

During its last financial year the group's sales climbed by 6.6 per cent from FF15.8bn to FF15.2bn. On these net profits improved from FF12.5bn to FF12.65bn. But the figure included a one-off FF250m capital gain from a sale to Citroen of shares that Michelin held in the French car group's Spanish subsidiary.

Meanwhile, Michelin's competitors are forcing prices down to try to hold market share, at a time when costs continue to rise.

The latest reductions bring to 12,559 the number of French employees Michelin has lost in three rounds of restructuring over the past seven years, bringing its workforce in France to

49,000. All the job losses will be made at Michelin's plant at Clermont-Ferrand in central France. This has five factories and a research and marketing centre. Angry workers have been demonstrating at Clermont-Ferrand over the past week in anticipation of the announcement.

As on previous occasions, the job cuts will be voluntary. Workers have until the end of next March to apply for a range of redundancy, retraining and job creation schemes.

The talks underline British Steel's interest in following other large European and Japanese manufacturers in buying steel operations in North America. British Steel and USM made an abortive attempt to form a joint venture in 1983.

Mr Charles Corry, USX's chairman, said in an interview with the Wall Street Journal recently that no specific bids had been made and he indicated there was little likelihood of an immediate sale. Elaborating, a company spokesman said USX might have a dozen or more discussions a year over possible deals and very few would lead even to substantial

negotiations. Mr Corry's remarks suggest British Steel, the largest steel-maker

## INTERNATIONAL COMPANIES AND FINANCE

## Dairy Farm to acquire Woolworths (NZ) chain

By John Elliott in Hong Kong and Dal Hayward in Wellington

DAIRY FARM International, a retailing and wholesaling offshoot of Hong Kong's Jardine Matheson group, has agreed its second international takeover in six weeks by saying that it is to acquire Woolworths (New Zealand) from Lion Nathan, New Zealand's largest brewing and hotel group.

It will pay some NZ\$320m (US\$163m) cash for the company. Woolworths is New Zealand's leading supermarket chain, with 62 stores, and meat processing and distribution plants.

In mid-May Dairy Farm announced a US\$126m cash takeover of Spain's lossmaking Simago chain of 107 stores from Grupo March. This was its first entry into continental Europe and its first controlling stake outside the Asia-Pacific region. In the UK it has a 25 per cent stake in the Kwik-Save group.

Lion Nathan invited tenders for Woolworths last month. It is building up cash reserves to back its bid for the Australian brewing interests of Mr Alan Bond's debt-strapped Bond Corporation. Mr Douglas Meyers,

Lion Nathan chief executive, said yesterday he expected to acquire the Swan, Castlemaine XXXX and Toohey's operations before Christmas.

Bond is attempting to transfer the units to Bell Resources an independently managed offshoot. The proposal by the New Zealand brewer is understood to involve buying the 20 per cent stake in Bell Resources now held by the Adelaide Steamship investment company.

The New Zealand group is the product of a merger three years ago between the Lion brewer and Nathan, the retail group which owned Woolworths. The chain is unrelated to the British, US and Australian outlets of the same name.

Mr Owen Price, Dairy Farm managing director, said the takeovers in Europe and Australasia were logical despite their wide geographical spread.

The Spain acquisition took Jardine into Europe, where it wanted to expand ahead of the creation of the single market in 1992, while New Zealand's Woolworths complemented Dairy Farm's existing 190

Franklins supermarkets in Australia. They also had considerable growth potential.

Dairy Farm had been influenced by a trade agreement between Australia and New Zealand which would help the development of both businesses. Woolworths would also give Dairy Farm its first sourcing base in New Zealand for meat and dairy products.

Within the Asia-Pacific region, Dairy Farm operates 711 outlets including Wellcome supermarkets and other stores in Hong Kong and Taiwan.

Last month, Dairy Farm, which is listed in Hong Kong and domiciled in Bermuda, listed its shares in London and Luxembourg as part of its internationalisation programme ahead of Hong Kong's return to Chinese sovereignty in 1997. It said then that 60 per cent of its assets were outside Hong Kong.

Four stores and a distribution centre owned by Lion Nathan are to be transferred to Woolworths before the deal is concluded, bringing the company's net assets to approximately NZ\$404.2m.

### Bids close for Mexican mine

By Richard Johns in Mexico City

BIDS with a minimum price of \$450m were scheduled to be submitted, yesterday to the Mexican Government for the purchase of Compania Minera de Cananea, the country's second-largest copper mine.

Several frontrunners have emerged as potential purchasers for Cananea, which the last Administration twice failed to sell in 1988. The privatisation is regarded as a prime candidate for a debt-equity swap.

Among the potential bidders is Mr Jorge Larrea's Grupo Industrial Minera de Mexico. Mr Larrea is understood to be in partnership with Anaconda and Citibank.

Another bidder is Ingenieros Civiles Asociados, the country's largest civil construction company, with Mr Bernardo Quintana Jr. The group is understood to be linked with Cyprus Minerals of the US and Chemical Bank.

### Deckel names new chief to continue restructuring

By Andrew Fisher in Frankfurt

DECKEL, the troubled West German machine tool company which made a net loss of DM45m (\$27m) last year, has appointed a new chief executive to continue the restructuring process which has already led to rising orders and turnover.

The Munich-based company, controlled by the Deckel family, said Mr Peter-Jürgen Kreher would take over on July 1 after leaving the board of Deutsche Babcock, the engineering company.

He will succeed Mr Leif Lundkvist, a Norwegian, who is leaving by mutual agreement.

Deckel, one of Germany's largest machine tool concerns, fell into the red mainly as a result of heavy investment in new computer-controlled products. Its loss in 1989 followed prof-

its of DM2.3m in 1988 and DM7.5m in 1987.

It paid no dividend for 1989 after a cut the year before.

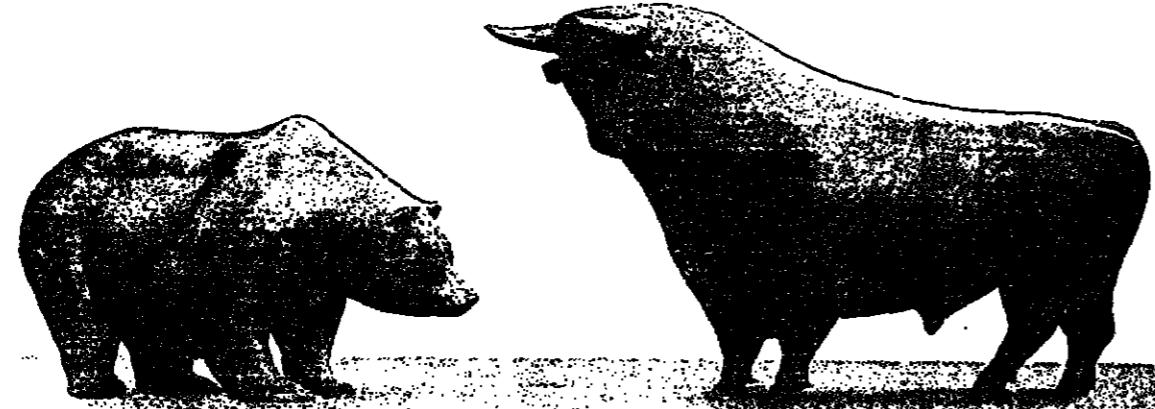
Sales last year fell by 15 per cent to DM555m.

The company said orders had risen by 10 per cent in the first five months of 1990, with turnover up by 60 per cent. Deckel said it hoped this trend would stabilise as a result of the restructuring measures.

As well as the cost of improving its machine tools, Deckel has been hit by delays in introducing new products at a time of sharply rising business for the capital goods sector.

Mr Kreher's appointment follows that of Mr Karl-Joseph Neukirchen, chief executive of the Klöckner-Humboldt-Deutz engineering group, as Deckel's supervisory board chairman.

## Invest in the German Stock Market – 14 at a time!



Hypo-Bank, one of Germany's leading universal banks, is offering investors an attractive new tool for participation in the West German stock market. Through the Bank's share index HYPAX, which includes 14 leading blue chips listed on the German Futures and Options Exchange (DTB), investors can take part in the performance of shares which represent 60% of the total turnover on the German stock exchanges.

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### St Laurent forecasts rise of 18% in profits

By George Graham in Paris

YVES Saint Laurent, the fashion and perfumes business floated on the Paris stock exchange last year, is forecasting an 18 per cent increase in net profits this year to FFr265m (\$47m).

The company, which comfortably beat its flotation forecast with net profits last year of FFr224.5m, expects to suffer this year from the effects of the weaker dollar and yen on its sales, but has covered some of its foreign exchange exposure and expects also to benefit from lower expenses.

Mr Jean-François Brelle, group managing director, said sales were expected to advance 6 per cent this year to FFr3.2bn, 3 per cent less than would have been achieved at constant exchange rates. Operating profits would rise slightly more slowly to FFr380m, partly because Saint Laurent had bought its largest Elie Gauche franchise store, on Paris's Rue du Faubourg St Honore.

"This increases our sales volume in an activity which does not have a 70 per cent profit margin, unlike our licences," Mr Brelle said.

The perfumes division, which accounts for 73 per cent of profits and 80 per cent of sales, made FFr403m operating profits last year, while the couture division, whose earnings come principally from licence fees, made FFr13m.

Mr Pierre Bergé, Saint Laurent's chairman, said the group planned to develop a less expensive line of women's off-the-peg clothing named Variations, to complement the Elie Gauche line.

In the perfumes division, Saint Laurent plans next year to relaunch its oldest women's perfume, Y, in a new package.

Mr Bergé rejected criticisms of Saint Laurent's unusual limited partnership structure, which protects it from takeover and which some analysts have felt to be responsible for the recent underperformance of its share price. "You must take me as I am, that is to say in limited partnership," he said.

### Elders takes A\$500m loss on asset sale

By Bruce Jacques in Sydney and Dal Hayward in Wellington

ELDERS IXL, the troubled Australian brewing conglomerate, yesterday reached a key stage in its asset disposal programme by agreeing the A\$25m (US\$147m) sale of its controlling stake in Elders Resources NZFP.

However, the sale to Carter Holt Harvey, the New Zealand forestry group, will net Elders a loss of about A\$500m on the book value of Elders Resources A\$1.5bn.

It will create New Zealand's third biggest company, with total assets of about A\$2.5bn (US\$1.45bn), and brings the value of assets sold by Elders in the past year to almost A\$1.5bn.

Mr Peter Bartels, Elders IXL chief executive, said yesterday the sale represented an important step in the company's plan to become a single-purpose brewer.

Mr Bartels said the loss on the Elders Resources sale was

broadly in line with expectations. "While this and other write-downs will obviously affect this year's profit result for Elders IXL, we are confident that our brewing operations will continue to perform well and provide strong ongoing profits," he said.

He said that Elders Finance, the group's financial services subsidiary, had also reduced its total assets from A\$6bn to less than A\$3bn in the past year and that this programme was continuing.

Carter Holt Harvey, with assets of A\$2.5bn and turnover last year of more than A\$2.1bn, in addition to extensive forestry operations is also heavily involved in paper and pulp, fishing and building materials.

Four years ago it expanded into Chile, where its interests in energy as well as fishing and forestry contributed a third of the group's net profit of FFr1.75m in its latest year.

Mr Bartels said the loss on the Elders Resources sale was

South Wales coal producer, and a mining finance and services operation. That will leave little besides forestry. Mr Geoffrey Lord will stay on as its chief executive.

Mr Richard Carter, chairman of Carter Holt, said that a new holding company for the combined group would be set up under a scheme of arrangement. Carter Holt shares would be valued at NZ\$3 and Elders Resources NZFP at NZ\$2.

The overall price for the transaction will be adjusted, depending on the price achieved for the resources assets. Elders IXL will receive A\$41.4m on settlement, with the rest due as the minerals assets are sold.

Approvals for the transaction are needed from New Zealand's Commerce Commission and Australia's Foreign Investment Review Board.

## A campaign for global expansion

Alice Rawsthorn on the ambitions of a top French advertising agency

HERE are *trompes l'oeil* dotted around the blue and grey offices of Roux Séguin Cayrac & Goudard on the outskirts of Paris. There is a seascape in the foyer and a landscape in the office belonging to Mr Bernard Roux, the chairman.

It is from this office that Mr Roux has mapped out a strategy to turn RSCG, one of the largest French advertising agencies, into an international company with interests in every area of marketing.

Traditionally RSCG, and the other large French agencies – Publicis, Eurocom and Boulet-Dru D'Urfey Petit – have concentrated on the domestic market. But in the last year or so they have been moving into other countries.

So far this year RSCG has bought two London-based businesses: Comran Design Group and KLP, the sales promotion consultancy. It is now about to conclude negotiations in buy another design business, this time in the US.

As Mr Roux is aware, RSCG has a long way to go before it can join the ranks of the global marketing services groups: WPP and Saatchi & Saatchi of the UK, or Omnicom and Interpublic of the US. Over the next year it should become clear whether it will succeed.

The world of international deals and counter deals is a long way from RSCG's roots in the Paris of the late 1960s. It was one of the dozens of agencies formed after *événements* in May 1968. "It was a time when independence was important," said Mr Roux. He and his partner, Mr Jacques Séguin, broke away from an agency to begin their own business.

The RSCG of today has retained some of the spirit of 1968. It is best known in France for Mr Séguin's cerebral tunes on advertising and for his role as media adviser to President Mitterrand. His big break came in 1976 when it won the account for Citroën cars. Since then it has worked with several large French companies, steadily increasing its international presence.

Its early attempts at international expansion were startlingly unsuccessful. It began in 1982 by buying a Belgian agency. Two years later the agency flopped and it had to acquire another. The same thing happened in Spain. And in West Germany RSCG bought one agency, only to have to relocate it.

"When you move into a new country it is difficult to know what to do and sometimes the only way to learn is by making mistakes," said Mr Roux.

RSCG has since expanded its network and now owns agencies – mostly associates – in almost every European country.

RSCG has 10 agencies in France, Belgium, Spain and Italy. It is, however, still a small player in the UK and West Germany, the largest European markets, and in the US, where it owns middle-sized agencies in New York and Chicago.

It has been involved in other areas of marketing – public relations, sales promotion, design and direct marketing – in France for the past five years. The acquisitions of Comran and KLP are intended to provide a platform for expansion into other countries. Comran has an office in

Over the next year or so RSCG plans to expand in the UK, West Germany and the US. It also intends to build European networks in the other marketing disciplines.

Whether RSCG will be able to find suitable vehicles remains to be seen. It has been looking for a London agency for more than a year and it does not have enough money to accelerate its growth by buying a big network.

Instead, it will be restricted to a series of smaller piecemeal deals along the lines of Comran and KLP. Some analysts suspect that buying KLP – which had a chequered career on the London stock market – may have been a mistake.

RSCG is undeterred. Mr Roux believes that "there is no future for local agencies" and that RSCG can still become an international network, "but only if we move quickly."

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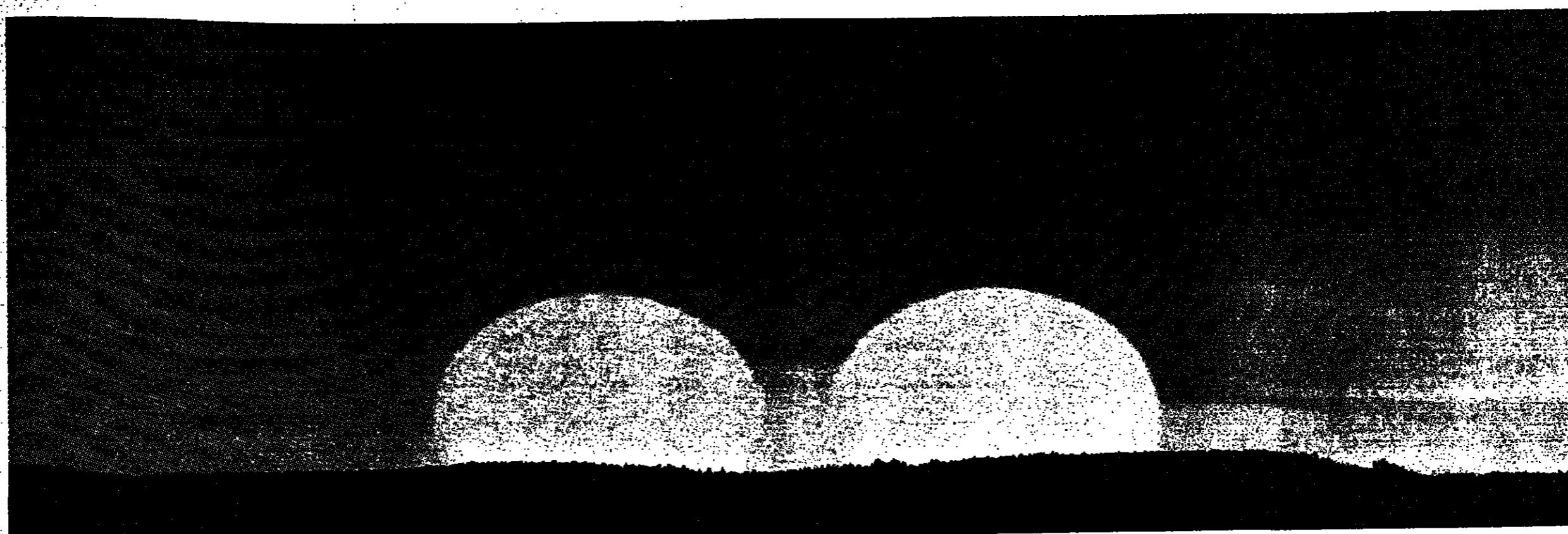
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# SCHERING

Schering Aktiengesellschaft  
Berlin and Bergkamen

## Notice to Shareholders to accept Bonus Shares

(Security Code No. 717200)

The Annual General Meeting of the above-named Company, held on 13th June, 1990, resolved, among other things, to increase the issued share capital of the Company from DM312,650,100 to DM326,282,005 by capitalising DM15,632,505 of the revenue reserves shown in the Company's annual balance sheet as at 31st December, 1989. The capital increase will be carried out by issuing new ordinary bearer shares with a nominal value of DM50 each, which will be offered to the shareholders in a ratio of 20 : 1. The new shares are entitled to dividend as from 1st January, 1990 and also rank pari passu in all respects with the existing ordinary shares of the Company. This decision to increase the capital has been recorded in the Commercial Register at the District Courts in Charlottenburg and Kamen.

We call upon our shareholders to accept the bonus shares by presenting the dividend coupon No. 55 on their existing shares as from 2nd July, 1990, during the usual business hours, at the head offices or branches of one of the following banks:

In the Federal Republic of Germany and Berlin (West):—

BHF-BANK Berliner Handels- und Frankfurter Bank  
Berliner Commerzbank AG  
Deutsche Bank Berlin AG  
Deutsche Bank AG  
Deutsche Bank AG  
Bayerische Vereinsbank AG  
Berliner Bank AG  
Deutsche Bank AG  
Dresdner Bank Berlin AG  
Sparkasse der Stadt Berlin West  
Trinkaus & Burkhardt KGaA  
Vereins- und Westbank AG  
M.W. Warburg-Birnbaum, Wirtz & Co.

In Switzerland:—

Credit Suisse  
Union Bank of Switzerland  
Swiss Bank Corporation

In the United Kingdom:—

S.G. Warburg & Co. Ltd.  
Paying Agency,  
2 Finsbury Avenue,  
London EC2M 2PA

The shareholders are entitled to bonus shares of DM50 each on the basis of one new share for every twenty shares held. If the number of shares held cannot be divided by twenty, fractional rights will be created (Security Code No. 717205). As no shareholders' rights can be exercised in respect of these fractional rights, they must either be sold or their number must be increased so that one new DM50 share can be received. The banks mentioned above will, as far as possible, arrange for the purchase and sale of the fractional rights.

The bonus shares are issued with dividend coupons Nos. 56-70 and telcons. They have the same Security Code No. (717200) as the existing shares.

Where shares are held in safe custody or giro-transferable collective security depositary by a bank, no action is required on the part of shareholders. If fractional rights arise, however, shareholders are asked to issue instructions to their depositary bank with regard to the purchase or sale of such fractional rights.

We are legally entitled and obligated to sell the bonus shares which are not claimed by shareholders within a period of 12 months from the publication of this announcement in the *Bundesanzeiger* (Federal Gazette), for the account of the shareholders, which will occur after a notification has been issued three times and a year has passed since the publication of the third notification.

The bonus shares are, by virtue of law, officially quoted on the stock exchanges in Berlin, Düsseldorf, Frankfurt (Main), Hamburg and Munich, and appear on the regulated market at the stock exchanges in Bremen, Hanover and Stuttgart. They will, like the existing shares, be good delivery as from 2nd July, 1990. As from the same date, the existing shares will be quoted as "ex-bonus shares" on the aforementioned stock exchanges. The bonus shares will be listed on the stock exchanges in Basle, Geneva, Zurich and London in compliance with local listing requirements.

No commission will be charged to shareholders for issuing the bonus shares. The Company will pay the usual customer commission arising upon the issue of the new shares. The depositary banks are asked to contact any of the above-mentioned issuing banks regarding the refund of the commission. The usual banking commissions will be charged for the sale and purchase of fractional rights.

## Notice to the holders of Warrants under the 67½% £-Bond Issue with Warrants 1983/90 of Schering International Finance B.V., Weesp/Netherlands (Security Code Nos. 717207 and 471819)

Pursuant to the decision taken on 13th June, 1990 to increase the share capital of Schering AG by capitalising reserves in a ratio of 20 : 1, the conditional capital is, in accordance with § 218 of the Joint Stock Corporation Law, increased in the same ratio as the share capital.

According to § 6 (4) of the Conditions of Warrants, the warrant-holders' right to subscribe to shares is increased in the same ratio. Thus, taking account of § 216 (3) of the Joint Stock Corporation Law, the subscription right for shares is increased by 1/20th. Since after the registration of the capital increase in 1989 in the Commercial Register one warrant entitles the holder to subscribe to one DM50 share plus a 1/20th fraction of a DM50 share, now one warrant entitles the holder to subscribe to one DM50 share, plus a 0.1025 fraction of a DM50 share.

The modified right will apply as from 20th June, 1990. Fractional rights arising from the conditional share capital increase by way of capitalisation of reserves will not be made available when the subscription right is exercised.

The warrant agent (Berliner Handels- und Frankfurter Bank) will use its best efforts to issue any fractional rights for the account of a warrant-holder upon the exercise of a subscription right having become effective. The proceeds will be made available to the warrant-holder when the shares are issued in accordance with § 3 of the Conditions of Warrants.

Berlin and Bergkamen, June 1990

The Board of Management

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10 July 1990  
For a full editorial synopsis and advertisement details, please contact:  
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All of these securities have been sold. This announcement appears only as a matter of record.

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## African Development Bank

9.30% Subordinated Notes of 1990, due July 1, 2000

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## INTERNATIONAL COMPANIES AND FINANCE

# Trio keeps affair on solid ground

Kenneth Gooding looks at the Teck-MIM-Metall mining liaison

**Caterpillar hit by poor Brazilian operation**

By Karen Zager  
In New York

## INTERNATIONAL COMPANIES AND FINANCE

## Koito braced as Pickens pledges to increase holding

By Stefan Wagstyl in Tokyo

MR T. BOONE Pickens, the Texas corporate raider, and Koito Manufacturing, the Japanese automotive parts maker in which he has bought a 26 per cent stake, have engaged in a verbal war in advance of the company's annual meeting on Thursday.

Mr Pickens, who arrived in Japan last week, made the first move with the launch of a 38-page press pack recounting details of his campaign since he acquired his first block of Koito shares in March last year. He followed yesterday with a public pledge to increase his holding. He intends to give a speech today and at Thursday's meeting, bombarding the Koito board with hostile proposals.

Koito has hit back with a letter sent yesterday to Mr

Pickens and circulated to journalists, detailing alleged inconsistencies in the US tax returns of Boone, Mr Pickens' investment company. Boone retaliated by saying that Koito had looked at the wrong forms. It accused Nomura Wasserstein Perella, the Japanese-American corporate finance company which is advising Koito, of "shoddy" research.

"If Koito thought they had found a smoking gun, it's blown up in their faces," said Mr Sidney Tassim, an aide to Mr Pickens.

Mr Pickens is seeking to secure the degree of influence over Koito which he thinks he deserves as the largest shareholder. He wants to appoint four directors, pointing out that Toyota Motor, Koito's second largest shareholder with 19

per cent, nominates two. He also wants to inspect Koito's books to look for evidence that Toyota may be putting unfair pressure on its supplier.

Over the year, Mr Pickens has increased his stake from 22 per cent to 26 per cent. He has followed up his demands for access to Koito's records with a legal suit currently before the Japanese courts.

He has also done his best to elevate his battle with Koito into a symbol of US efforts to prise open Japanese markets. Events have played into Mr Pickens' hands, with the US Administration pressing Japan to pursue economic reform in talks over the Strategic Impediment Initiative.

Mr Pickens has won widespread publicity in the US for his eloquent Congressional tes-

timony about the evils of *keiretsu*, the tightly-knit families of suppliers which large Japanese corporations build.

Koito has responded by accusing Mr Pickens of cynically exploiting politics for his commercial ends. The company claims that Mr Pickens is in league with Mr Kitaro Watanabe, a Japanese greenmiler, who twice before tried to force Koito to buy back its shares.

Koito says that Boone is not the genuine owner of its shares and is acting as an agent for Mr Watanabe.

Koito has acknowledged that the shares he holds were bought from Mr Watanabe but he insists he is acting independently. However, he has consistently refused to give details of how his Koito holding is funded or whether

he has a buyback agreement with Mr Watanabe.

Thursday's meeting could be an anti-climax from Mr Pickens' point of view. As last year, he intends to present motions which will probably be voted down.

Nevertheless, the meeting is likely to be noisy, as the reporter following Mr Pickens will attract a large number of *sokko*, professional extortions, who extract bribes from companies by threatening to disrupt their meetings.

Koito is under such intense scrutiny that it will be unable to pay off the *sokko*, as many Japanese companies do, for fear of prompting an outcry. But the *sokko* will see the chance to perform in front of television cameras as excellent free publicity.



T. Boone Pickens aims to bombard board with plans

Malaysian air group's turnover grows by 21.6%  
By Our Financial Staff

MALAYSIAN AIRLINE System (MAS), the Malaysian flag carrier which earlier this year drew official criticism for service standards, showed a 2.6 per cent dip in pre-tax profits to M\$194.1m (US\$71.7m) for the year to March.

Group net profit, however, emerged 43 per cent higher at M\$224.6m. The company benefited from an extraordinary gain of M\$29.5m.

Turnover grew 21.6 per cent to M\$2.31bn. MAS said it expected to continue to perform well during the current year because of encouraging traffic demand.

The final dividend is maintained at 12.5 cents a share.

Macquarie lifts profits by 43%

MACQUARIE BANK, an Australian banking and financial concern, lifted operating profit after tax for the year to March by 43.1 per cent to A\$43.6m (US\$24m), AP-DJ reports from Sydney.

Hill Samuel of London is Macquarie's largest shareholder with 15 per cent. Mr Tony Berg, Macquarie managing director, said the bank was largely immune to the problems facing most of Australia's financial industry because it had minimal retail lending.

He expected the current year to be difficult, but hoped for a record profit. Macquarie has made several acquisitions and Mr Berg said he expected further expansion opportunities, mostly in Australia.

## Philips inks in an Indian turnaround

David Housego pinpoints the reasons for Peico's return to profit

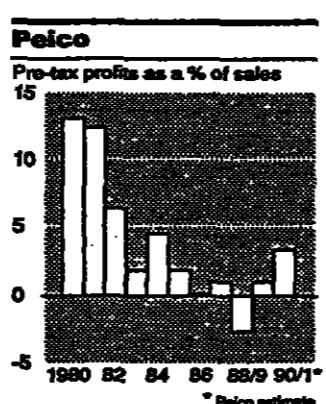
AT THE Bombay headquarters of Peico, Philips' Indian subsidiary, there is a sense of relief that the company has pulled through its recent financial crisis before the Dutch parent group hit stormy waters.

If recovery had been delayed, there is little doubt that Peico would now be under strong pressure from Philips' troubled senior management in Eindhoven to sell part of its operations. As it is, Peico – in which Philips has the maximum 40 per cent stake normally permitted to foreign companies in India, and management control – last week reported a sharp turnaround in results.

From an operating loss of Rs164m (Rs.5m) in 1988-89, the group announced a pre-tax operating profit for the latest year to March of Rs54.8m. Turnover rose by only 3 per cent to Rs4.2bn.

With sales of Peico was India's largest consumer electronics company. But since the early 1980s it has suffered from bad management, continuing labour troubles and a product range poorly positioned for the Indian market. Local consumer electronics groups – most notably Videocon which also has about Rs16m of sales – began to challenge Philips' market leadership.

Mr Bergveld, who had previously been in charge of Philips' operations in Taiwan as part of its drive-to-shift-share of its design, development and production to East Asia, was sent to India two years ago to assess the situation. He initially explored the pos-



not see Philips' Indian operations as being part of the group's global manufacturing chain because Indian costs, productivity and quality are well below international standards. "We shall be producing local goods for the local market," he says.

For a long time Peico was India's largest consumer electronics company. But since the early 1980s it has suffered from bad management, continuing labour troubles and a product range poorly positioned for the Indian market. Local consumer electronics groups – most notably Videocon which also has about Rs16m of sales – began to challenge Philips' market leadership.

Mr Bergveld, who had previously been in charge of Philips' operations in Taiwan as part of its drive-to-shift-share of its design, development and production to East Asia, was sent to India two years ago to assess the situation.

He initially explored the pos-

sibility of spinning off individual divisions and floating them with Indian partners. Mr Bergveld says that while looking at this option he had no intention of selling off parts of the company. But many industrialists thought this was his aim.

Mr Rahul Bajaj, the head of Bajaj Auto and Bajaj Electrical, says he was approached and he offered to pay a nominal Rs1 for Peico's lighting division – the second largest in the group – because of its problems.

During his first year, Mr Bergveld set out to clean up the balance sheet. The Rs164m loss in 1988-89 was largely the result of write-offs of unsold stock and other depreciation charges. But it the announcement of that it, coupled with rumours that Philips was pulling out of India, led to a liquidity crisis in the company as Peico found supplier credits drying up and inter-company deposits recalled. The Dutch parent thus had to provide a Rs200m bridging loan and assurances that it intended to stay. This year's return to profit is the result of a number of factors.

• Tighter inventory controls have reduced inventory financing by Rs230m, and other sales costs have been cut.

• The replacement of short-term loans by longer-term financing has cut interest charges to 5.8 per cent of sales from 5.6 per cent over the financial year, and should provide more substantial benefits this year.

Peico is seeking a partner whose reputation will provide it with easier access to the central Government in Delhi and to whom it could also look if Peico again ran into a liquidity squeeze similar to that of last year.

cent from January 1989 to just over 8,000 by this April – thus bringing it back to the same level as that of 1980, when turnover was a quarter of the current size.

With a further cleaning of the balance sheet to take account of provisions for voluntary departures and gratuity payments, Peico ended the financial year with a net profit of Rs32m against a loss over the previous 15-month accounting period of Rs134m. On this Peico announced a largely symbolic 10 per cent dividend.

Two big problems remain. The first is that Peico still has substantial unsold stocks of mainly computers, data processing and telecommunications equipment. The second is that Peico's large modern TV plant at Calcutta is operating at well below capacity. Compared with a licensed capacity of 100,000 units a year and equipment to produce 70,000, it is only making 30,000.

Part of the attraction for Peico of a tie-up with Tata is the hope that Nelco, that group's consumer electronics subsidiary, will absorb some of the surplus capacity in Calcutta. But more important for Peico, it hopes that such a production sharing arrangement could lead to a long-term tie-up with Tata.

Peico is seeking a partner whose reputation will provide it with easier access to the central Government in Delhi and to whom it could also look if Peico again ran into a liquidity squeeze similar to that of last year.

## Samsung links with Nissan to produce trucks

By John Riddings in Seoul

SAMSUNG, South Korea's largest conglomerate, is to start producing trucks following an agreement with Nissan Diesel of Japan to supply technology.

The company said yesterday that it would invest Won220m (Rs100.1m) next year to build a factory with a capacity of 5,000 trucks. It would produce containerizer trucks, dump trucks and other types of large trucks. It said most of the trucks would supply the home market, prompted by the growth in the domestic construction market.

Under the agreement with Nissan Diesel, Samsung will import many of the trucks' components, including chassis. Nissan will later supply the technology for Samsung to manufacture these parts itself.

The agreement has prompted increased speculation that Samsung may try to enter the passenger car industry through a technology agreement with a Japanese company. But a Samsung official said the group was not considering passenger car production.

## Banks to co-operate

MITSUBISHI BANK said yesterday it was co-operating with Citibank, a banking subsidiary of Citicorp of the US, to expand Citibank's Japanese network. Reuter reports from Tokyo.

As a first step, Mitsubishi would retool Citibank about half the space in its Osaka branch office, due to be rebuilt soon, an official said.

## Notice of Redemption

NOTICE IS HEREBY GIVEN to the Holders of the Three-Year Extendible Guaranteed Notes due April 26, 1995 (the "Notes") issued by ITT Financial N.V. ("Issuer") and guaranteed by ITT Financial Corporation (the "Guarantor") under an Indenture dated as of April 26, 1984 (the "Indenture"), between the Issuer, Guarantor and Bankers Trust Company, as Trustee, that the Issuer hereby exercises its option to redeem all outstanding Notes on July 25, 1990 ("Redemption Date").

As of April 26, 1990, there remained outstanding less than \$30,000,000 aggregate principal amount of the Notes. Pursuant to the provisions of the Indenture, the Issuer elects to redeem all of the Notes outstanding on July 25, 1990 at a redemption price of 100 percent (100%) of the principal amount of such Notes plus accrued interest from April 26, 1990 of 8.55% per annum to the Redemption Date.

Payment of the principal amount of the Notes and accrued interest thereon will be payable on and after July 25, 1990, upon presentation and surrender of the Notes and all coupons appertaining thereto which mature after the Redemption Date, at any of the following paying agents:

|                          |                 |                       |                       |
|--------------------------|-----------------|-----------------------|-----------------------|
| Bankers Trust Company    | 4 Albany Street | Bankers Trust Company | Bankers Trust Company |
| New York, New York 10008 | United States   | 12-14 Rue de la Paix  | 12-14 Rue de la Paix  |
| 1000 Brussels            | Belgium         | London EC2A 2HE       | London EC2A 2HE       |
| West Germany             | West Germany    | Switzerland           | Switzerland           |

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West Germany

Swiss Bank Corporation  
1 Aachenstrasse  
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No payment of principal or interest shall be made by the Trustee in New York City, or by any other paying agent located in the United States of America, in respect of Bearer Notes.

On and after the Redemption Date interest on the Notes shall cease to accrue and the Notes shall cease to be entitled to any benefit under the Indenture.

W. Gene Gerard  
Managing Director  
ITT FINANCIAL N.V.

June 26, 1990

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Bankers Trust Company, London Agent Bank

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In accordance with condition 6 (b) of the terms and conditions of the issue, notice is hereby given that all the outstanding notes will be redeemed on July 30, 1990.

Payment of the principal amount of the notes will be made upon presentation of the notes and of the coupon No 6 following attached at the offices of any of the following Paying Agents:

Principal Paying Agent: Banque Paribas Luxembourg  
Boulevard Royal 10 a, L-2925 LUXEMBOURG

Paying Agents: Morgan Guaranty Trust Company of New York  
Avenue des Arts 23, B-1040 BRUSSELS  
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On behalf of the Issuer  
BANQUE PARIBAS LUXEMBOURG

March 31, 1990

## Bergmann Elektro GmbH

Berlin

indirectly held by

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has sold its wholly-owned subsidiary

## Schorch GmbH

Mönchengladbach

to

## AEG Aktiengesellschaft

Berlin and Frankfurt/Main

a subsidiary of

## Daimler-Benz AG

Stuttgart

The undersigned initiated the transaction and acted as financial advisor to Gebr. Röchling.

March 31, 1990

## Degussa AG

Frankfurt

has sold its wholly owned subsidiary

## Ferd. Wagner GmbH &amp; Co. KG

Pforzheim

to the

## Management

## FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday June 25, 1990. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

| COUNTRY                    | £ STG    | US \$    | D-MARK   | YEN      | COUNTRY                   | £ STG    | US \$    | D-MARK   | YEN      | COUNTRY                       | £ STG     | US \$     | D-MARK    | YEN      |
|----------------------------|----------|----------|----------|----------|---------------------------|----------|----------|----------|----------|-------------------------------|-----------|-----------|-----------|----------|
| OF 1000                    |          |          |          |          | OF 1000                   |          |          |          |          | OF 1000                       |           |           |           |          |
| Afghanistan (Afghan)       | 99.25    | 57.3533  | 34.1946  | 36.5302  | Galton (ICFA Fr)          | 487.37   | 281.6553 | 167.9138 | 161.3469 | Pakistan (Pak. Rupee)         | 37.45     | 21.6411   | 12.9026   | 13.7348  |
| Albania (Leke)             | 10.1617  | 5.6722   | 3.5010   | 3.7610   | Gambia (Dakar)            | 147.559  | 8.4333   | 5.0280   | 5.4302   | Papua New Guinea (Kina)       | 1.7265    | 0.9542    | 0.6439    | 0.6439   |
| Algeria (Dinar)            | 14.6513  | 8.4821   | 5.0468   | 5.4527   | Germany East (Dresden)    | 2.42025  | 1.4720   | 1.0000   | 1.0000   | Paraguay (Asuncion)           | 1.2161    | 0.6602    | 0.4602    | 0.4602   |
| Angola (Kwanza)            | 17.075   | 1.0000   | 3.3225   | 3.6249   | Germany West (Bonn)       | 2.42025  | 1.4720   | 1.0000   | 1.0000   | Peru (Lima)                   | 1.2023    | 760.7269  | 779.9951  | 779.9951 |
| Angola (Lek)               | 51.70504 | 29.5180  | 17.8139  | 19.2300  | Greece (Athens)           | 568.0185 | 328.2295 | 195.6997 | 211.3557 | Philippines (Piso)            | 524.68145 | 303.51782 | 190.83779 | 195.5060 |
| Anguilla (EC Carri)        | 4.6710   | 2.6492   | 1.6093   | 1.7380   | Gibraltar (Gibraltar)     | 1.00     | 0.5728   | 0.3643   | 0.3722   | Portugal (Lisbon)             | 38.74     | 22.3065   | 13.3471   | 14.4148  |
| Argentina (Peso)           | 2.2015   | 1.1734   | 0.7121   | 0.8191   | Greenland (Danish Krone)  | 11.0275  | 6.3724   | 3.7584   | 4.1032   | Puerto Rico (Dollar)          | 2.00      | 1.0578    | 0.6721    | 0.6721   |
| Australia (Australian \$)  | 8.6652   | 5.0000   | 11.7682  | 7.0163   | Haiti (Goudi)             | 8.45000  | 5        | 2.9801   | 3.2106   | Qatar (Riyal)                 | 6.2735    | 3.4252    | 2.1614    | 2.3343   |
| Austria (Schilling)        | 20.365   | 11.7682  | 7.0163   | 7.5776   | Honduras (Lempira)        | 5.6327   | 3.2629   | 1.9502   | 2.2527   | Romania (Leu)                 | 3.7475    | 5.3237    | 3.3593    | 3.6269   |
| Azores (Porto Escudo)      | 254.50   | 147.0673 | 87.6830  | 94.9795  | Greece (Athens)           | 6.77916  | 3.9246   | 2.3997   | 2.5242   | Russia (Ruble)                | 133.70    | 20.3929   | 12.1504   | 13.1311  |
| Bahamas (Bahama \$)        | 1.7305   | 0.8753   | 0.5262   | 0.6439   | Guatemala (Quetzal)       | 7.7110   | 4.1161   | 2.3893   | 2.5772   | Rwanda (Rwanda)               | 133.70    | 27.2609   | 46.0637   | 49.7488  |
| Bahrain (Dinar)            | 178.25   | 103.0049 | 61.4125  | 63.2525  | Honduras (Lempira)        | 6.77916  | 3.9246   | 2.3997   | 2.5242   | Saint Christopher (EC Carri)  | 4.6710    | 2.6492    | 1.6093    | 1.7380   |
| Bangladesh (Taka)          | 58.68    | 33.9092  | 20.2170  | 21.8344  | Hong Kong (HK \$)         | 13.4595  | 7.7778   | 4.6372   | 5.0001   | Saint Helena (St Helena)      | 1.00      | 0.5778    | 0.3643    | 0.3722   |
| Barbados (Barb. \$)        | 3.4795   | 2.0108   | 1.1967   | 1.2946   | Iceland (Icelandic Krona) | 103.65   | 59.8799  | 35.7105  | 38.5674  | Saint Lucia (Ec Carri)        | 4.6710    | 2.6492    | 1.6093    | 1.7380   |
| Belgium (Belg. Fr.)        | 59.50    | 34.3631  | 20.4945  | 22.5955  | Indonesia (Rupiah)        | 168.235  | 104.2779 | 109.4444 | 116.5200 | Saint Vincent (Ec Carri)      | 4.6710    | 2.6492    | 1.6093    | 1.7380   |
| Belize (Belize \$)         | 3.4400   | 1.9944   | 1.1920   | 1.2874   | Iran (Rial)               | 121.00   | 65.9219  | 41.0861  | 45.0232  | Sao Tome and Principe (Dobra) | 6.1110    | 104.9476  | 62.5708   | 67.7765  |
| Bolivia (Boliviano)        | 5.4495   | 3.1940   | 1.8775   | 2.0277   | Iraq (Dinar)              | 0.5230   | 0.3250   | 0.2025   | 0.2025   | Saudi Arabia (Riyal)          | 6.4613    | 3.7357    | 2.2281    | 2.4042   |
| Boliviana (Bol. \$)        | 25.3000  | 14.0000  | 8.1000   | 8.5000   | Ireland (Pound)           | 0.5260   | 0.3270   | 0.2027   | 0.2027   | Sri Lanka (Rupiya)            | 1.00      | 0.5728    | 0.3643    | 0.3722   |
| Bosnia (Bosnian D)         | 1.7305   | 0.8753   | 0.5262   | 0.6439   | Isle of Man (Pound)       | 1.1265   | 0.6200   | 0.3722   | 0.3722   | Swaziland (Emalangeni)        | 1.00      | 0.5778    | 0.3643    | 0.3722   |
| British Virgin Is. (US \$) | 1.7305   | 0.8753   | 0.5262   | 0.6439   | Italy (Lira)              | 122.9800 | 75.7304  | 79.1388  | 81.2000  | Tonga (Pula)                  | 2.7580    | 1.5937    | 2.0215    | 2.5162   |
| Bulgaria (Bulg. L)         | 3.1850   | 1.8400   | 1.0793   | 1.1861   | Jamaica (Jamaican \$)     | 11.8160  | 6.8280   | 4.0709   | 4.3964   | Trinidad and Tobago (Peso)    | 1.00      | 0.5778    | 0.3643    | 0.3722   |
| Burma (Kyat)               | 487.37   | 281.6533 | 167.9138 | 181.5469 | Japan (Yen)               | 242.45   | 132.4519 | 87.9725  | 94.4150  | Tunisia (Dinar)               | 1.00      | 0.5778    | 0.3643    | 0.3722   |
| Burkina Faso (CFA Fr.)     | 487.37   | 281.6533 | 167.9138 | 181.5469 | Jordan (Jordanian Dinar)  | 0.5419   | 0.3168   | 0.1678   | 0.1678   | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Korea (Won)               | 1.7265   | 1.0200   | 0.5781   | 0.5781   | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
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| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Kuwait (Dinar)            | 0.5040   | 0.2917   | 0.1678   | 0.1678   | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Lao (Kip)                 | 124.65   | 71.7019  | 40.0172  | 45.4700  | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Lesotho (Lats)            | 0.6200   | 0.3722   | 0.2025   | 0.2025   | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Liberia (Dollar)          | 1.00     | 0.5778   | 0.3643   | 0.3722   | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Lithuania (Litas)         | 0.5040   | 0.2917   | 0.1678   | 0.1678   | Uganda (Shilling)             | 6.4638    | 2.6603    | 1.5861    | 1.7130   |
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| Burundi (Burundi Fr.)      | 10.7788  | 6.2825   | 3.7133   | 4.0104   | Lithuania (Litas)         | 0.5040   | 0.2917   | 0.167    |          |                               |           |           |           |          |

## Japanese banks poised to exploit subordinated loans

By Stefan Wagstyl in Tokyo

JAPANESE banks are finalising plans to raise funds for the first time through subordinated loans following a decision by the Japanese Ministry of Finance to ease borrowing rules.

Banks estimate that banks could between them seek to raise ¥1,000bn to ¥1,500bn in this way to help meet their needs for capital under standards set out by the Bank for International Settlements.

The pressure on the banks to find fresh sources of capital was intensified by this year's setback for the Japanese stock market, which cut deeply into the value of the banks' securities holdings.

However, the Finance Ministry will control the banks' use of subordinated loans.

It also said the decision on subordinated loans would have no effect on the ministry's deliberations on whether to allow banks to issue subordinated bonds – potentially a much larger source of capital for banks.

"The issues are separate," said the ministry.

The biggest borrowers are expected to be city (commercial) and regional banks. The lenders will be life companies and non-bank financial compa-

### Capital ratios of 15 top Japanese banks

|                   | Per cent    |
|-------------------|-------------|
| Sumitomo          | 8.44 (5.90) |
| Sanwa             | 8.50 (7.57) |
| Fuji              | 8.25 (8.08) |
| DKB               | 8.30 (8.20) |
| Mitsubishi        | 8.40 (9.12) |
| Mitsui Taiyo Kobe | 7.10 (na)   |
| Tokai             | 7.80 (7.38) |
| Daiwa             | 8.40 (6.58) |
| Kyowa             | 8.80 (6.10) |
| Sumitomo          | 8.80 (6.00) |
| Takushin          | 8.80 (7.10) |
| Bank of Tokyo     | 8.00 (8.10) |
| HSB               | 7.80 (9.00) |
| LTCB              | 8.20 (7.10) |
| Nippon Credit     | 7.30 (7.20) |

Source: Standard and Poor's. Figures in brackets.

nies. Sanwa Bank, one of the largest city banks, said: "This is very significant because it helps us raise capital for our HIS ratio."

There were fears that the issue of subordinated loans might depress the bond market as institutions dumped bonds in favour of loans which could pay higher rates of interest.

The rate on subordinated loans will be linked to long-term prime rate, currently 7.6 per cent, or some 0.3 percentage points above the rates on lead-

ing corporate bonds.

However, the likely total of subordinated loans made in the next year will be dwarfed by the total outstanding amount of yen corporate bonds, including convertible issues, which is estimated at above ¥25,000bn.

The biggest risk for the banks is that the investing institutions might sell low-yielding bank equities to make room for high-yielding subordinated loans.

Life companies have some reservations about lending money to banks. They are anxious to extend their own lending to industrial companies, in the hope of using these loans to generate other fee-paying services.

Some companies will see lending to banks rather like funding competitors. Sumitomo Life said yesterday: "We are supplying funds to the final borrowers already. So we will not overturn our portfolios for this. But it does extend our options."

Daikin Bank and Seitaiba Bank are likely to be the first Japanese banks to raise funds through subordinated loans.

Both the two banks said they had held preliminary talks with the MoF.

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## Korean group plans Euro-issue

By John Riddings in Seoul

SUNKYUNG Industries, one of South Korea's largest producers of synthetic fibres, plans a \$200m to \$500m Euro-bond issue aimed at financing the construction of a joint venture polyester factory in Indonesia.

Premiums for South Korean Euro-bond issues have shown some recovery since their sharp falls earlier this year, when a sharp increase in supply of new issues combined with weakness in the underlying stock market to depress the convertible market.

Sunkyung Industries, which is part of the Sunkyung Group, South Korea's fifth largest conglomerate, has been undergoing a substantial restructuring.

According to Sunkyung Investment and Securities, lead manager and book runner for the issue, the coupon will be about 1.5 per cent and the pre-

issued items such as speciality chemicals, new materials and health-care products. The associated increase in capital expenditure and the consequent rise in interest costs contributed to a sharp fall in profit for last year.

Net income declined sharply, from W60.5bn (\$9.02m) to W6.5bn.

However, a recovery in profit is expected in the current year due to reduced costs of raw materials, average wage increases of about 10 per cent compared with 22 per cent last year, the depreciation of the Korean currency and the contribution from new factories.

The Korean Pacific Trust is being created by Kleinwort Benson and Korea Investment Trust Co to invest 70 per cent of its funds in Korea and the rest in other Pacific countries.

The \$100m fund is offering 10m units with \$1m of them earmarked for overseas investors.

The remaining shares in the fund will be sold to investors in Korea.

minimum will be in the region of 50 per cent, which is relatively low for Korean issues.

Daewoo, Goldman Sachs and Robert Fleming are joint lead managers on the issue.

The launch of another Korean fund yesterday is an indication of renewed interest in the Korean market since the drop in share prices earlier this year.

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## Pallas takes stake in Spanish stockbroker

By David Lascellles, Banking Editor

THE Pallas Group, the financial services group headed by Mr Pierre Moussa, is to take an interest in Maxwell y Espinosa, a Spanish stockbroking firm specialising in research and trading.

Pallas will take both a stake in Maxwell y Espinosa and have operational agreements with the firm, which claims to carry out a large percentage of Spanish equity investments made by foreign institutions.

Mr Howard Youngstein, an executive in Pallas' London office, said the cost of the stake was not being disclosed.

Pallas is already active in Spain through Pallas Finance, a merchant bank, which will combine its operations with those of the stockbroking firm.

## CBOT launches note contract

By Barbara Durr in Chicago

THE Chicago Board of Trade (CBOT) has launched a two-year US Treasury note futures contract which will trade during the CBOT's evening session from 6.00 to 9.30 from Sunday to Thursday and during daytime hours. The new contract, based on US Treasury notes, 10-year and five-year notes, as well as a 30-day interest-rate futures contract.

The two-year note contract joins the CBOT's interest-rate offerings of futures contracts and futures/options on US Treasury bonds, 10-year and five-year notes, as well as a 30-day interest-rate futures contract.

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## NZ futures deals increase by 40%

By Bruce Jacques in Sydney

TRANSACTIONS on the New Zealand Futures Exchange increased by 40 per cent in the year ended March 1990, and the exchange's profits doubled to NZ\$343,384, Dai Hayward reports from Wellington. Trading averaged between 2,000 to 3,000 lots per day last year.

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## S&P creates two tiers of Australian bank credit

By Andrew Freeman

STANDARD & POOR'S sees the National as the most efficient of the leading Australian private sector banks, with a less serious exposure to bad loans than its competitors.

This emerged when Standard & Poor's, the US credit rating agency, announced an AA minus rating for the ANZ Banking Group's long-term debt.

It paid the group's first long-term rating debt and placed it on par with Westpac Banking Corporation, which was also recently rated for the first time.

That places both banks one credit rating rung below their competitors, the National Australia Bank and the Commonwealth Bank, which both rate AAA ratings.

## Buyers line up for French deals

By Tracy Corrigan

THE firm tone in the French government bond market continues to support demand for French franc-denominated Eurobonds, with more issues expected to emerge later this week.

Saint-Gobain, the French glass-maker, increased its issue

of 10 per cent five-year bonds to FF11bn. The issue, originally totalling FF750m, was launched last Friday at a spread of 43 basis points above the comparable French Treasury bond. Saint-Gobain is the first French industrial company to launch an issue in the sector for a year. It plans to use the proceeds to finance its acquisition of Norton Group. The deal was bid at less than 12%.

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## UK COMPANY NEWS

Recently acquired Hanimex makes strong contribution in spite of slower sales

## Gestetner advances 33% to more than £21m

By John Thornhill

**GESTETNER**, the office equipment and photocopier distributor, recorded a 33 per cent increase in pre-tax profits in the half-year to April 30.

The results, which reflected strong organic growth, also included results from Hanimex, the Australian photographic equipment group acquired late last year.

Overall, Gestetner's pre-tax profits grew from £16.2m to £21.5m and sales swelled to £398.1m (£216.9m). Organic growth in the office products division ran at 16 per cent in terms of sales and margins rose from 7.8 to 8.2 per cent.

Trading profits were sharply higher at £30.8m (£16.9m) but were held back at the pre-tax level by a substantially higher interest charge of £2.3m (£700,000) which arose from the funding of acquisitions.

Hanimex suffered from softening consumer markets in both Australia and the UK and experienced a slowing of sales. It nonetheless contributed £6.6m to trading profits and £10.5m to turnover.

Mr Basil Sellers, Gestetner chairman and chief executive, said: "I think it will be tough in Australia for the next six months."

This April, Gestetner also completed the purchase of the non-US operations of Nashua Office Systems for \$90.6m.

Mr Sellers said Gestetner's major management task over the coming year would be to integrate the Nashua business and to reduce its debt level significantly.

Until that was achieved the company was unlikely to make any major acquisitions, he said.

The bulk of Gestetner's business now comes from overseas and the company believes that this will help protect it from weaknesses in particular markets.

Trading profits by geographic region were: UK £7.6m (£4.2m); other EC countries £16.5m (£9.3m); rest of Europe £1m (£200,000); north and south America £3.7m (£3.1m); and Africa, Asia, and Australasia £5.5m (£3m).

The interim dividend is raised from 14p to 17p and earnings per share on a fully diluted basis grew from 11p to 13p, an increase of 18 per cent.

Mr Sellers said he believed that second-half profits would be significantly above those in the first half and that fully diluted earnings per share would be at least as good as those achieved at the interim stage.

### COMMENT

Gestetner's shares went for something of a tumble earlier



Trevor Humphries

Greg Maelgaard, deputy chairman (left), and Basil Sellers: the second half would be better

## Ex-Payless chief seeks £4m

By Maggie Urry

A WRIT demanding some \$1m in compensation from Boots, the retail and pharmaceutical group, is expected to be issued today by lawyers acting for Mr Philip Birch, the former chairman of Ward White.

Mr Birch left Ward White, the Halfords and Payless retail group, when Boots acquired it in August last year after a £900m contested takeover battle.

Negotiations over the two sides over compensation for Mr Birch have been in progress since the takeover but the two sides have failed to reach agreement. Other directors of Ward White have come to terms with Boots.

Mr Birch originally claimed his Ward White contract entitled him to over £13m, but he

has reduced his demands to about \$1m.

The refusal by Boots, which is now in control of the group, to settle so far suggests that the company believes Mr Birch is entitled to less. If the two sides cannot settle out of court the issue could take many months to come to trial.

Argusmen's centre over Mr Birch's five-year rolling contract with Ward White, which gave him a basic annual salary of £117,683 plus bonuses relating to performance.

This promised him 0.67 per cent of profits in excess of 10 per cent of net tangible assets. In 1988-89, the last full year before Ward White was taken over, Mr Birch received £528,369.

Boots knew about the con-

tract at the time of the bid, which was set out in Ward White's defence documents.

The size of Mr Birch's claim depends on his forecast of these financial measures for Ward White over the next five years. These forecasts are apparently disputed by Boots.

Since the takeover retail conditions have worsened. The issue is further clouded because Boots has sold some of Ward White's businesses, and has recently agreed to merge the Payless chain of DIY superstores with WH Smith's Do It All chain.

Mr Birch has already received close to £1m by commuting part of his pension to provide a lump sum and has a £350,000 a year pension.

yesterday. With the benefit of hindsight, it would appear that the Hanimex acquisition was made at an unfortunate time just as the UK and Australian consumer markets began to take a battering. But in the longer term this move looks as though it will more fully jus-

tify itself and Hanimex will also provide a further boost to earnings. A year of consolidation lies ahead as the benefits of the acquisitions are won out but pre-tax profits may still advance to over £50m putting Gestetner on an undemanding prospective multiple of about 9.

David & Charles, the Devon-based publisher, is recommending a £10.4m takeover offer from the Reader's Digest Association Limited, the US group which publishes the world's most widely read magazine.

David & Charles, which is run from Newton Abbot, publishes a wide range of general interest and reference books and owns the Readers Union, one of the UK's leading book clubs.

In the year to January 31 1990, David & Charles made pre-tax profits of \$561,000 (£272,000) on sales of \$15.7m (£13.8m). The reduced profits level achieved in 1989 resulted

in a net increase in Arithmos' equity of about SKR650m (£62m).

Unilever said yesterday that it understood that Arithmos would consider the offer over the coming months "in the context of its long-term strategy for its growing interests in sports and leisure products". For Unilever, the transaction would be in line with the declared policy of concentrating expansion on food and personal products.

Margarinbolaget's annual sales are at £145m. It has 600 employees.

Greig Middleton takes on Stock team

By David Owen

**GREIG MIDDLETON**, the independent stockbroker, is to take on eight former employees of Stock Group (Channel Islands) together with certain assets and rights to the liquidated stockbroker's client base.

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Buy stake  
newspaper

## UK COMPANY NEWS

### Substantial loss incurred from problematic sale to management Saatchi sells US legal consultancy

By Alice Rawsthorn

**SAATCHI & SAATCHI**, the communications group which is trying to raise capital to reduce its debts, has sold Peterson, a legal consultancy in Chicago, to its management at a significant loss.

Saatchi has paid a total of \$16m (988m) for Peterson since its acquisition in 1987. Yesterday it announced proposals to sell the company - which fell into the red in the first half of the year - for an initial sum of \$2m and royalty payments over 10 years of a minimum of \$20m.

Under the terms of the agreement, Saatchi will also meet \$2m of Peterson's liabilities and will receive \$4.5m owed by Peterson in inter-group subversion payments.

Saatchi will retain assets worth \$2.5m. Saatchi's share price fell by 14p to 83 1/2p on the announcement yesterday.

The disposal forms part of Saatchi's attempts to sell its management consultancy division in order to concentrate on its original communications companies.

The negotiations - which were begun under Saatchi's old management and are continuing under the new team led by Mr Robert Louis-Dreyfus who joined as chief executive in January - have been fraught

with problems. Saatchi initially hoped to raise a total of \$25m from the disposals and now expects to raise less than \$10m.

The sale of Peterson has been particularly difficult given that, under the terms of the original acquisition agreement, its management had the right to veto a change in ownership.

This made it almost impossible for Saatchi to sell the consultancy to an external purchaser.

Peterson's performance has deteriorated dramatically in the past year. It made a pre-tax loss of \$6.5m (after exceptional provisions of \$6m) in the six months to March 31, compared to pre-tax profits of \$6m in the previous full financial year.

The Peterson management attributed this decline to the uncertainty caused by the proposed sale of their business.

Saatchi decided it was preferable to sell Peterson at a "significant loss" in terms of management and cash resources of keeping the consultancy within the group.

Saatchi also faced the longer-term threat of Peterson ceasing to be viable when the contracts of the present man-



Robert Louis-Dreyfus: continuing to sell the consultancy division

agement expire at the end of this year.

Saatchi hopes to conclude the sales of Gartner, a computer services consultancy, and Litigation Sciences by the end of its financial year in September. It would then be left

with MSL in recruitment and CPC in property in its consultancy division. These companies are both suffering from a slump in their markets. Saatchi will probably wait for an improvement before selling them.

## 1992 REDRAWING THE MAP OF EUROPE

The Financial  
Times proposes to  
publish this survey  
on:

**2 JULY 1990**

For a full editorial  
synopsis and  
advertisement details,  
please contact:

**HENRY  
KRZYMUSKI OR  
GILLIAN KING  
ON 071-873 3699/  
4823**

or write to them  
at:

Number One  
Southwark Bridge  
London  
SE1 9HL

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## INTERNATIONAL CAPITAL MARKETS

The Financial Times proposes to publish this survey on:

**2nd July 1990**

For a full editorial synopsis and  
advertisement details,  
please contact:

**David Reed  
on 071-873 3461**

or write to him at:

Number One  
Southwark Bridge  
London  
SE1 9HL

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## PIONEER ELECTRONIC CORPORATION

Notice is hereby given to holders of CDR's issued by Caribbean Depository Company N.V., Curacao, evidencing shares in the above company that the company's convocation notice of the 44th ordinary general meeting of shareholders of common stock to be held on June 28, 1990 may be obtained from N.V. Nederlandse Administratie-en Trustkantoor, N.Z. Voorburgwal 326-328, 1012 RW Amsterdam, and The Bank of Tokyo Ltd, established in Tokyo, Brussels, London, Dusseldorf, Paris and New York.

Amsterdam, June 20, 1990

N.V. NEDERLANDSCH  
ADMINISTRATIE-EN  
TRUSTKANTOOR

## WHITECROFT

### GROWTH OF TRADING ACTIVITIES

For the Year ended  
31st March

|                        | 1990   | 1989   |
|------------------------|--------|--------|
| £'000                  | £'000  | £'000  |
| Trading profits up 17% | 17,422 | 14,866 |
| Pre-tax profits up 8%  | 16,549 | 15,371 |
| Dividends up 9%        | 15.0p  | 13.8p  |

"High interest rates continue to affect significantly some of our UK markets. However, for the longer term, the considerable growth potential of many of Whitecroft's businesses should be seen on any upturn in the UK economy. The group is also now well positioned to take advantage of specific opportunities in Europe."

Tom Weatherby, Chairman

### WHITECROFT plc

Textiles, Building Products, Lighting, Property Development.  
A copy of the Annual Report may be obtained from The Secretary, Whitecroft plc, Water Lane, Wilmslow, Cheshire SK9 5BX.  
Telephone 0625 524677.

## Goodman fails to win control of two Irish dairy co-ops

By Kieran Cooke in Dublin

IT IS not often that events get the better of Mr Larry Goodman, who runs the largest beef processing and exporting operation in Europe and is one of the Irish Republic's richest businessmen.

But at the weekend, Food Industries, the publicly quoted company 70 per cent owned by Mr Goodman, suffered a resounding defeat in its battle to make further inroads into the Irish dairy industry.

Food Industries already has control of three Irish co-ops through its access to valuable milk supplies within the EC quota regime remains comparatively limited.

Mr Goodman has argued that the small Irish co-ops are inefficient and in need of drastic rationalisation if they are to compete with other milk suppliers in Europe.

Food Industries had made an offer, judged to be worth well

in excess of £50m (246.3m), to merge two co-ops in Ireland's north-east into a new entity to be called United Dairies, which would in turn merge with Food Industries' dairy interests.

Food Industries said it wanted to rationalise dairy operations and "change the face of the entire dairy industry in the area". The company offered farmers considerable cash and share benefits. An expensive public relations campaign was launched.

Meanwhile the co-ops concerned announced their own merger plans and, in an increasingly bitter campaign to win the hearts, minds and milk of 4,000 farmer shareholders, portrayed Mr Goodman as big business gobbling up small

farmers.

Mr Goodman described the weekend's events as only a temporary setback. "Milk is mobile, there'll be another day and another way," he said.

Mr Goodman has a 9 per cent holding in Unigate, the UK dairy group, and a 13 per cent in Berthold International, the sugar and commodities group.

26th June 1990

## State Electricity Commission of Victoria

(A Statutory Corporation constituted under the State Electricity Commission Act 1958 of the State of Victoria)

A\$200,000,000 Zero Coupon Guaranteed Notes due 2000

Guaranteed by the Government of Victoria

Issue Price 31.45 per cent  
payable as to 12 per cent on 17th January 1990  
and 19.45 per cent on 17th July 1990

### NOTICE OF PAYMENT OF FINAL INSTALMENT

Holders of the above-mentioned Notes of the State Electricity Commission of Victoria (the "Issuer") are reminded that payment of the final instalment of 19.45 per cent of the principal amount of the Notes falls due for payment in immediately available Australian dollars on 17th July 1990. Accordingly, any such person who is holding Notes through Morgan Guaranty Trust Company of New York, Brussels Office, as operator of the Euroclear System ("Euroclear") or Cedel S.A. ("Cedel") should ensure that payment of the final instalment in respect of the principal amount of Notes held by him is made to Euroclear or Cedel, as the case may be, to enable it to pay the final instalment to the Issuer on 17th July 1990.

After 17th July 1990 and up to (and including) 31st July 1990, the Issuer is entitled to accept payment of the final instalment of the issue price of any Note. No payment after 17th July 1990 will be accepted by the Issuer unless accompanied by a further payment representing interest accrued at the rate of 14.50 per cent per annum calculated from (and including) 17th July 1990 to (but excluding) the date of actual payment. The Issuer may at any time after 31st July 1990, elect not to accept payment of the final instalment and declare forfeited any partly-paid Notes and shall be entitled to retain the first instalment of the issue price previously paid, and shall be discharged from any obligation to repay such first instalment or interest thereon for any period. Up to (but excluding) 30th September 1990, the Issuer may result in fully paid form at any price, any forfeited Notes, but thereafter it may do so.

Holders of the Notes are further reminded that neither Euroclear nor Cedel will clear any transaction in the Notes for settlement on or after 17th July 1990, unless such transaction are in fully paid Notes.

Furthermore, it will not be possible for Notes in partly-paid form to be transferred from Euroclear to Cedel or vice versa after 9th July 1990.

Accordingly, as between the parties to any such transaction, it will be for the vendor to ensure that the final instalment on the relevant Note is paid.

26th June 1990

## KOREA INTERNATIONAL TRUST

International Depository Receipts  
evidencing Beneficial Certificates  
representing 1,000 Units

Notice is hereby given to the Unitholders that Korea International Trust will distribute a distribution of Won 356,000 per IDR of 1,000 Units payable on June 25, 1990 in the Republic of Korea.

Payments of coupon No 9 of the International Depository Receipts will be made on July 02, 1990 in US dollars at one of the following offices of Morgan Guaranty Trust Company of New York:

- Brussels, 35, avenue des Arts
- New York, 30, West Broadway
- Paris, 10, Avenue de l'Opéra
- Frankfurt, 44-46, Mainzer Landstrasse
- Zurich, 38, Stockenstrasse

The amount of dollars shall be the net proceeds of the sale by the Fund of the won amount to a foreign exchange bank in the Republic of Korea at its "spot" rate on July 02, 1990.

The proceeds of the coupons presented after July 02, 1990 will be converted into US Dollars at the prevailing spot rate of the day following their presentation, and will be distributed to the Unitholders in proportion to their respective entitlements and after deduction of all taxes and charges of the Depository.

Holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment of their coupons at a lower rate of exchange by presenting their coupons to the Fund, which will then pay to the Fund the amount of dollars equivalent to the amount of won paid by the Fund at its "spot" rate on July 02, 1990.

The proceeds of the coupons presented after July 02, 1990 will be converted into US Dollars at the prevailing spot rate of the day following their presentation, and will be distributed to the Unitholders in proportion to their respective entitlements and after deduction of all taxes and charges of the Depository.

Morgan Guaranty Trust Company of New York  
Brussels Office, as Depository

# PORT FOR SALE WITH RING ROAD ATTACHED

One of the largest private ports in the South East of England. It's unaffected by tide, has roll on, roll off facilities and almost 1 million square feet of warehousing and storage in place. There is a railhead connecting into the entire British Rail network. The Dartford Bridge will further enhance its location.

Now Purfleet Port is available for sale lock, stock and barrel, fully functioning and with an experienced workforce.

Just ring Edward Hawkins for further details.

  
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# PURFLEET. THE PERFECTLY PACKAGED PORT

ADJACENT TO JUNCTION 30 OF THE M25

Notice to the holders of  
PKBANKEN

|                    |          |                       |
|--------------------|----------|-----------------------|
| US\$ 74,942,000    | 11 1/4 % | 1983/1990             |
| US\$ 74,970,000    | 12 5/8 % | 1984/1991             |
| US\$ 42,206,000    | 11 1/2 % | 1985/1992             |
| US\$ 50,000,000    | FRN      | 1986/1991             |
| US\$ 92,000,000    | 10%      | 1986/1993             |
| US\$ 50,000,000    | 9 1/8%   | 1988/1993             |
| US\$ 150,000,000   | 10 1/4 % | 1989/1991             |
| US\$ 100,000,000   | 10 %     | 1989/1994             |
| Yen 5,000,000,000  | FRN      | 1988/1992             |
| Yen 5,000,000,000  | FRN      | 1988/1992             |
| Yen 10,000,000,000 | 8 %      | 1988/1992             |
| Yen 5,000,000,000  | FRN      | 1988/1993             |
| Yen 20,000,000,000 | 6 %      | 1988/1995             |
| Yen 10,000,000,000 | FRN      | 1989/1992             |
| Yen 4,000,000,000  | 6 1/2 %  | 1989/1993             |
| Yen 2,500,000,000  | 7 %      | 1989/1993 (Ball Note) |
| Yen 2,500,000,000  | 7 %      | 1989/1993 (Bear Note) |
| Yen 5,000,000,000  | 8 %      | 1989/1993             |
| Yen 3,000,000,000  | 7 5/8 %  | 1989/1994             |
| Yen 2,000,000,000  | 7 1/2 %  | 1990/1992             |
| Yen 2,000,000,000  | 7 7/8 %  | 1990/1992             |
| Yen 3,000,000,000  | 8 %      | 1990/1992             |
| Yen 5,000,000,000  | 7 1/8 %  | 1990/1993             |
| AS 47,800,000      | 13 7/8 % | 1985/1991             |
| AS 30,000,000      | 14 3/4 % | 1987/1992             |
| AS 125,000,000     | 9%       | 1989/1990             |
| ECU 50,000,000     | 10 7/8 % | 1984/1992             |
| ECU 50,000,000     | 9 1/8 %  | 1989/1991             |
| HFL 45,000,000     | 0 %      | 1989/1994             |
| DKK 300,000,000    | 9 %      | 1989/1994             |

Notice is hereby given that PKBANKEN has decided to acquire Nordbanken whereunder Nordbanken will be formed as a subsidiary under the name of NORDNORDBANKEN. At the same time PKBANKEN will change its name to Nordbanken with effect from June 6, 1990.

The new corporate name NORDBANKEN will not be stamped on the Bonds, nor will the Bonds be exchanged against new ones. The Bonds will continue to be listed on the Luxembourg Stock Exchange under the former name of PKBANKEN followed by the new name of Nordbanken on and after the effective date of acquisition.

### IRAN EARTHQUAKE RELIEF FUND

The Muslim Institute, London, has established an "Iran Earthquake Relief Fund". 100 per cent of all donations shall be spent on relief; no deductions shall be made for administrative costs or overheads.

Donations can be made by:

sending cheques or postal orders, made payable to the Iran Earthquake Relief Fund, to Lloyds Bank plc, Park Lane, London W1Y 4BX; or

direct payment into the Fund's Lloyds Bank account, A/C No: 30-38-48 7135932.

The Muslim Institute  
6 ENDSEY STREET, LONDON WC1H 0DS. Telephone (071) 388 2581

### ACQUISITIONS again made

their mark at USM-quoted American Business Systems, where record figures were achieved in the year ended March 31 1990.

With the help of the seven businesses acquired, turnover expanded 68 per cent to \$188.75m (£52.4m) while pre-tax profits moved ahead 48 per cent.

Through its Danka Industries subsidiary, ABS distributes office equipment and supplies in North America. Said to be the fourth largest independent distributor in the US, Danka has 60 branches and covers 18 states in the south east, mid-west, and north east.

Mr Mark Vaughan-Lee, chairman, said most of the companies bought in the year had been integrated into the

Danka organisation and were making significant revenue and profit contributions. Since the year-end a further four businesses had been purchased.

He said that over the past three years sales had grown from \$30m to an annualised \$170m (£52.4m). Danka's profits had expanded from \$3m to \$13.5m, and 13 acquisitions had been made.

Earnings rose to 20.7p (13.8p) and the dividend is raised from 2p to 2.4p with a final of 1.6p.

Earnings in the past year rose to 20.7p (13.8p) and the dividend is raised from 2p to 2.4p with a final of 1.6p.

### Cauldon buys J&T arm for £650,000

Cauldon Group, through its Maclog wholly-owned subsidiary, has acquired Delfing-pole Fasteners, a division of J&T Fasteners, for £650,000 cash.

At the same time, Cauldon is raising £224,000 by way of

a placing of 2.14m new Cauldon ordinary 5p shares at 10.5p with institutional investors.

The proceeds of the placing will be used to reduce bank borrowings.

The company said it intended to maintain a prudent approach to borrowings — gearing at the year-end was 27.1 per cent (14.8 per cent) — while interest charges were covered 2.8 times (33.57 times) by earnings.

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The campaign to include unleaded petrol in most filling stations has led to an active year for Micrelle Group, whose main business is the supply of automation equipment to petrol retailers.

Turnover in the year ended March 31 1990 expanded by 60 per cent, from £11.24m to £17.9m; however, the increase in profit was restricted to 28 per cent, the pre-tax balance working through at £1.5m.

Mr PW Beck, chairman, attributed that to the continuing high development expenditure and a change in the business mix. The latter arose from an increasing proportion of service business and from higher sales of bought-in equipment as part of the aim to sell complete systems in addition to the group's own made products.

This included Cadogan Numerical Controls, acquired in November, and took account of businesses sold. In the previous

12 months, it with a 100 per cent majority-owned manufacturing plant in the industrial heartland of Europe". It is Cape's first acquisition of a manufacturing company in West Germany and Mr Jeffrey Herbert, chief executive of Charter, said it would position Cape as a low-cost producer on the Continent.

In accordance with the new investment policy, significant new changes had been made in the listed investment portfolio to reduce exposure to technology stocks. Since March 31, the company had focused on investment in European equities.

For the six months to end March, this investment trust incurred a loss of £66,000.

Directors said the unquoted portfolio valuation had been reviewed in the light of present market conditions and as a result, provisions had been made in respect of certain investments, particularly in the US.

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## COMMODITIES AND AGRICULTURE

## Brazilian sales clue to gold price fall

By Kenneth Gooding, Mining Correspondent, in Venice

BRAZIL HAS contributed to the recent sharp fall in the gold price by selling 137 tonnes of the precious metal in the international market since February.

Meanwhile South Africa, the biggest producer, has been taking action to support the price – but has stopped short of buying gold.

These two important clues to the recent behaviour of the gold price, which has slumped by about \$70 to \$350 a troy ounce since the middle of February, came yesterday at the Financial Times World Gold Conference in Venice.

The unexpected flood of Brazilian gold – starting with 14.8 tonnes in February and followed by 21.1 tonnes in March, 18.4 tonnes in April, 52.3 tonnes in May and 31 tonnes so far in June – reversed the trend for Brazilians to hedge the precious metal as a hedge against rampant inflation.

However, Mr Emilio Garafalo Filho, director of the international reserves operations

department at the Banco Central do Brasil, said the change in direction came when, in order to eliminate rampant smuggling, the Brazilian central bank in February started to offer US dollars for gold at the market price. The bank immediately began selling gold on the international market.

Mr Garafalo said that in the past two years Brazilians had hoarded between 200 tonnes and 300 tonnes of gold, not only as a protection against inflation but also because of the uncertainties about what might follow free elections.

After a Color economic plan was launched, Brazilians were forced to sell gold to the central bank for dollars in order to gain financial liquidity. He suggested liquidity was now more limited and the threat of inflation had not subsided. Consequently Brazilian companies were again starting to hold gold.

It has been widely mooted in the gold industry that central banks of the two countries

most likely to suffer from the low gold price – South Africa and the Soviet Union – have been supporting the price since its recent fall through the psychologically important \$350 an ounce level.

Mr Chris Stals, governor of the South African Reserve Bank, said after the conference that his country had taken action – but it was restricted to cutting back on gold sales and swaps (the system where central banks swap gold for foreign currencies but promise to buy back the precious metal later).

The policy would have had the effect of cutting some supply to the gold market. But Mr Stals would not give details.

However, his remarks helped to underpin the London bullion market yesterday. The gold price closed at \$335.50 an ounce.

Mr Stals pointed out that South Africa's role for the future was limited because it had very little foreign exchange and had to continue to sell gold to buy foreign

exchange to pay its debt.

It was not possible for any central bank to influence the gold price except for very limited time. His remarks suggest that South Africa did react when the National Commercial Bank of Jeddah recently drove down the gold price by selling large quantities in London for the third time in as many months.

Nearly half the gold mines in South Africa are believed to be unprofitable at present gold prices but Mr Stals said that because the country's imports were falling and its currency outflows were small, it could live with the present gold price even though the metal accounted for about 40 per cent of the country's exports.

South Africa needed a stable currency and had no intention of devaluing the Rand to help the ailing gold industry, in spite of its importance to the economy, he insisted. The gold industry had to solve its own problems by becoming more competitive.

The policy was designed to help the Organisation of Petroleum Exporting Countries to prop up world crude oil prices.

Some 80,000 barrels a day will be added to total Norwegian crude oil production, which is now at about 1.6m b/d.

Norway first implemented a 7.5 per cent production restraint policy in February, to limit the centre-right coalition Government reduced by 2.5 per cent its parts at the start of this year because of "changed market conditions."

The policy has been "flexible in form," reviewed biannually and continually reinstated. But in recent months the country, which is fighting its highest ever level of unemployment while trying to wean industry off subsidies, has grown impatient with Opec's lack of discipline to stick to its self-imposed production quotas.

Since 1986 Opec's crude oil production has increased by 8m b/d, more than 50 per cent, whereas production outside Opec has largely remained on the same level. This spring there has been considerable over-production by Opec plus an increase in production capacity, Norway said.

However, Mr Elvind Reitzen, Norway's oil Minister, said it should not be anticipated that there will be a future unilateral effort by Norway to prop up oil prices. He said that no efforts would have to be made in concert with other producing countries.

He sought to inform Dr Subroto, secretary general of Opec, by telephone yesterday of his country's policy change.

• British Petroleum's Norwegian unit last Thursday brought on stream a new oil field, Gyda, where production is expected to rise from 20,000 b/d to about 65,000 b/d by the end of this year.

The transfers have been increased with insufficient regard to the economic value of what the farmers are producing; the farm sector has attracted resources that could have been more efficiently used elsewhere in the economy, and the system has led to the retention of uncompetitive structures in some food-processing and marketing sectors, the OECD says.

About 45 per cent of Switzerland's 4.13m hectares lies at 1,200 metres or more above sea level. The area used for agriculture is some 1.08m hectares divided among 119,700 farms of which 19,000 measure less than half a hectare each and, according to the OECD, are best described as "leisure farms." About 40 per cent of the farms are located in mountain areas.

However, perhaps the sharp charge against the Swiss is their failure to adopt the principles for the reform of farm policies agreed by the OECD ministers. The principles called for greater influence for market signals; progressive reduction in farm supports; and a switch from guaranteed prices towards direct income supports.

Instead, producer prices have been kept at levels three to four times the world prices of comparable products. In the

## Market 'critical – but not in crisis'

Kenneth Gooding reports from a generally downbeat conference

RECENT AGGRESSIVE sales out of the Middle East had damaged the gold market, said Mr Robert Guy, a director of N.M. Rothschild & Sons, yesterday at the Financial Times World Gold Conference. He said low prices had brought the market to a critical condition – but not yet to crisis.

Mr Guy suggested it was not easy to judge whether the Middle East sales were "the mark of the amateur or of the extremely sophisticated. But wittingly or unwittingly, the marketplace has been abused."

In the short term this is only of consequence to individual profit and loss accounts but in the longer term the Middle East gold market has damaged itself – its credibility is on the line."

This was particularly surprising, said Mr Guy, given the importance to the world gold market of the Middle East and its long tradition – still maintained – of high physical demand and institutional investment.

Mr Rolf Willi, senior general manager and treasurer, Dresden Bank, contributed to the generally downbeat views expressed by suggesting that European Community harmonisation would produce a change for the worse as tax rates on gold would be harmonised upwards – not downwards or repealed.

He characterised the tax on gold as "an envy tax" and said European governments would not be concerned if taxes drove gold bullion business out of the Community to, say, Zurich.

Mr Willi also said younger

investors did not see investment in gold bullion as at all relevant today and a great deal of promotion would be necessary to get them to change their minds.

Neither could the industry expect any big boost from the opening of Eastern European markets. But it could be expected that, once other forms of investment became available and real incomes started to grow in Eastern Europe, gold would hold some attractions for investors there."

Mr Lamberto Dini, Director-General, Banca d'Italia, issued a word of caution about suggestions that the Soviet Union, the world's second largest gold producer, should use some of its precious metal to back bond issues to raise foreign currency rates. Despite their appeal, the proposals were open to objections he said. It would be very difficult to set the initial price of gold and if it was wrongly priced there would be money supply shocks. Even if the right price was found prices and interest rates around the world would not remain stable, giving rise to international flows of gold and thus to undesirable fluctuations in the Soviet Union's domestic money

supply.

Mr Tom Main, chief executive, Chamber of Mines of South Africa, said South African gold mine industry faced many difficulties at present but he was sure the country would enter the 21st century as the dominant supplier of the Western world's gold.

Although some mines were threatened by the present low gold price, intense exploration had located about 17,000 tonnes of gold in the Witwatersrand region but he added a warning that "Given the lacklustre gold price, good means for political uncertainty, double digit inflation and the extended lead times involved in bringing new South African gold mines into production, such new gold mine developments are unlikely to be given the go ahead until the overall situation is clarified."

Mr Hugh Organ, managing director, Western Mining Corporation, predicted recent Government predictions about the country's output were "unduly optimistic."

The Australian Bureau of Agricultural and Resource Economics had forecast gold output in 1989 at 22 tonnes, in 1991 at 180 tonnes, in 1992 at 180 tonnes, in 1993 at 220 tonnes, in 1994 at 220 tonnes and in 1995 at 220 tonnes.

He said that without tax reform a more rapid decline in Australian production should be expected.

Mr Ned Goodman, chairman of Corona Corporation, predicted that North American gold output was likely to fall by 11 per cent by 1995. He said the North American industry's average full cost of producing

gold was now about US\$334 an ounce, which did not leave enough margin at present market prices to justify new production.

He pointed out, however, that averages were misleading and that some North American mines had full costs of only \$220 an ounce while others faced costs of more than \$510 an ounce.

Mr Goodman suggested that tailing gold output and the world's need for extra money supply to fund the expansion of Eastern Europe would push up the gold price again.

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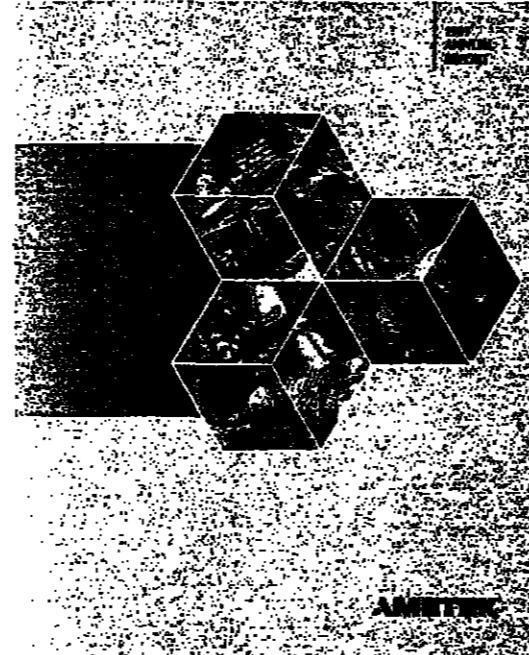
North  
American  
Companies:

# Annual Report 1 Update

Part 1 of two-page series appearing June 26th and 27th



1  
1989  
Annual  
Report



2  
AMETEK

**AMETEK (AME)**  
AMETEK recorded strong growth last year as it rebuilt its revenue base after spinning off one-third of its business at the end of 1988. In 1989 it increased its aircraft instrument business 200%, added 30% to electric motor manufacturing capacity, while export sales, especially its drinking water filter systems, were up more than 20%. Sales for the year gained 13% to \$588 million, with another +15% forecast for 1990 when the bottom line will begin to benefit from this growth.

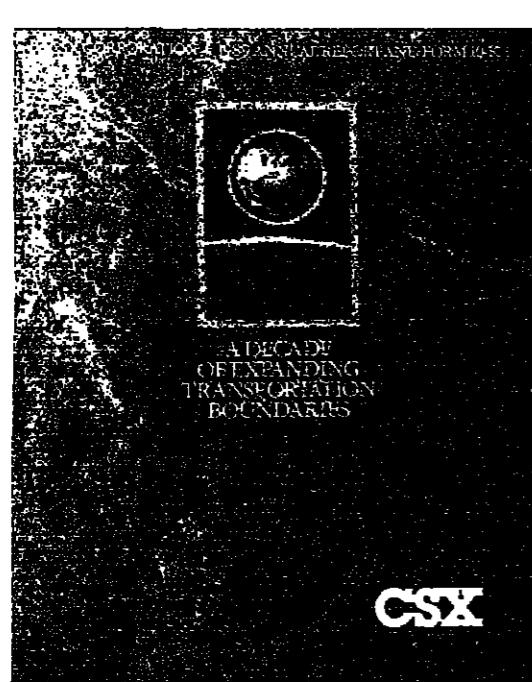


3  
Bell Atlantic

Bell Atlantic is a leading provider of voice and data applications, mobile communications, computer maintenance services, and equipment leasing and financing. It is one of the 50 largest corporations in the United States. In 1989, Bell Atlantic generated \$11.45 billion in revenues and \$3.9 billion in cash from operations. Earnings for 1989 were \$1.07 billion on an asset base of \$26.2 billion.

## Alliance Capital

Alliance Capital Management L.P. is a registered investment adviser, providing investment management services to institutions—pension funds, endowments, and foreign financial institutions—and to individual investors through a broad line of mutual funds and cash management accounts. Client assets under management exceed \$43 billion.



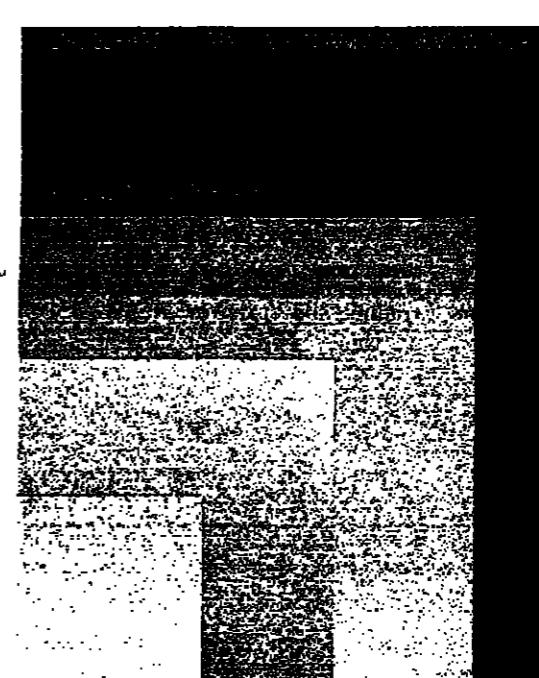
4  
CSX

**CSX**  
CSX Corporation, headquartered in Richmond, Va., is an international transportation company that offers a variety of rail, container-shipping, intermodal, trucking and barge services. The 1990 Annual Report of the company traces its 10-year history and looks to its exciting future.



5  
Echlin

**Echlin**  
A worldwide manufacturer and distributor of quality parts used in motor vehicle engine, brake, steering/suspension, and power transmission systems. European businesses include Quinton Hazell, Lipe, and Grau. Sales have grown 19% per year (compounded) over 30 years, and totaled \$1.5 billion in 1989 (12% were in Europe). Total return to investors has grown 17% per year (compounded) since 1959. Traded on the New York and International Stock Exchanges (symbol: ECH).



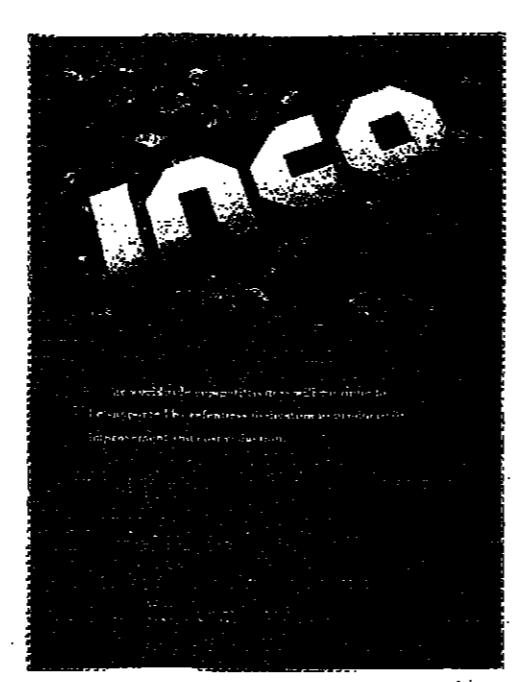
6  
ENGELHARD

Engelhard is entering the new decade with a sharpened focus driven by key objectives and strategies which form Engelhard's "Agenda for the '90s." This report takes a closer look at the strategies the Company plans to pursue, the substantial opportunities in its core businesses over the next 10 years and the financial principles which provide a framework for decision making.



7  
Federal-Mogul Corporation

Federal-Mogul Corporation, headquartered in Southfield, Michigan, is a manufacturer and worldwide distributor of products ranging from precision parts for the transportation, farm equipment, construction and manufacturing industries to aerospace and electronic components. Shares of this billion-dollar corporation are traded on the New York and Pacific Stock Exchanges. Stock Exchange: NYSE (FMO)



8  
Inco Limited

**Inco Limited**  
Inco is one of the world's premier mining and metals companies. It is the leading producer of nickel, supplying about one-third of free market demand. It is also a major producer of high-nickel and other alloys, and manufactures high-performance alloy components for aerospace and other demanding industrial applications. In addition, it is an important producer of copper and cobalt, and is increasing its participation in the production of gold and other precious metals. 1989 net sales were U.S. \$3.9 billion. Net earnings were U.S. \$753 million.

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1990 Annual Report

## LONDON STOCK EXCHANGE

## Footsie edges again towards 2,400

A DETERMINEDLY resilient UK stock market rebounded from early losses and came close to regaining the FT-SE 2,400 mark yesterday as equities began to respond to a more favourable showing by the Conservative Government in the latest public opinion polls. But the final gain of 20 Footsie points contrasted with dismal turnover in the stock market and owed much to marketmakers' struggles to find stock.

Also pushing share prices ahead was the opening yesterday of the new two-week equity trading account, which spans the close of the first half of the year. Fund managers are unwilling to part with stocks

| Account Dealing Dates   |        |
|---|--------|
| First Dealings:   | Jun 25 |
| Option Exercisions:   | Jul 8  |
| Last Dealings:  | Jul 5  |
| Account Day:  | Jul 6  |
| Jul 2   | Jul 18 |
| Jul 30  |        |
| Shares dealing may take place from 8.30 am two business days earlier. |        |

which have performed well over the second quarter, and in some cases are willing to increase such holdings ahead of the quarterly inspection of portfolios by fund trustees.

Nevertheless, the market opened sharply down in the wake of heavy falls in New York and Tokyo, and the dis-

closure from the latest survey of business opinion by the Confederation of British Industries that UK order books are at their lowest for eight years. With the FT-SE futures contract also looking sour, the equity market was down by 17.3 Footsie points within half an hour.

There was little selling, however, and a few cheap buyers came in as investors assessed a buoyant start at the weekend from Mrs Margaret Thatcher, the UK premier, which coincided with publication of opinion polls showing a narrowing in the lead, albeit still considerable, held by the Labour opposition party.

"Lack of sellers, lack of supply" was the description of the

Footsie's early loss was transformed into a 13-point gain around midday which, after a brief pause, was extended when New York opened higher. Dealers said that the final hour of trading saw marketmakers bidding for stock in London and brushing off a check on Wall Street.

At the close, the FT-SE Index was 20 points up at the day's best of 2,388.5. Turnover was much less impressive, with the Seag 30 of 379,181 shares nearly 24 per cent down on Friday's level. Equally discouraging was a premium of a mere 11 points on the Footsie future. "Lack of sellers, lack of supply" was the description of the

market from one leading trader. The shortage of stock brought sharp gains in a few sectors where there were sound, albeit technical, reasons for buying stock. Although the foods sector calmed down after the excitement stirred last week by the agreed bid for Jacobs Suchard by Philip Morris, the US tobacco, brewing and foods group, UK brewery stocks were very firm.

Yesterday's market performance surprised most traders, who sounded little impressed by the renewed move towards the FT-SE 2,400 territory. Strategists at leading securities firms continued to take a cautious stance for the near term.

shares and marketmakers reported US buying.

## Siebe hit

News that another sizeable US acquisition is intended by Siebe, the UK control device group, put the shares down 25 to 50p. Siebe intends to offer \$33 cash per share, making a total of \$65m for Foxboro, an automation and control equipment maker which announced earlier this month that it was exploring a strategic alliance with another company.

If the deal is successful, Foxboro will be merged with Siebe's US subsidiary Siebe Inc, and the advantages of a flotation of some of the latter's capital is being contemplated.

Analysts took the view that Siebe would have to work extremely hard to avoid dilution. The increase in borrowings would raise gearing to over 100 per cent, but it was conceded that the group had earned credit for turning similar businesses around over the past few years. One researcher felt that the relatively small fall in the Siebe share price indicated the market was taking the acquisition on trust.

The oil and gas sector attracted its fair share of interest, although much of the activity was triggered by some highly speculative stories.

The day's most exciting but highly fanciful story emanated from the traded options market and centred on BP shares, which momentarily slipped upwards to touch 235p, before slipping back to close a net 2% firmer at 230p on turnover of 8.8m. The whisper that triggered a flurry of trading was that a stake in BP of as much as 3.5 per cent had been steadily built up by Hanson over the previous few months and was about to be declared.

Closely observers of the oil sector took little heed of the story and said close scrutiny of trading and turnover in BP showed absolutely no evidence of a stakeholding operation. "Just remember how much turnover in billions of shares - it took for the Kuwaitis to assemble their post-Government stake holding in BP three years ago," noted one oil sector specialist.

Exxon and Oil fell away to 64p and were finally a net 4 off at 63p after a report that ICI was considering issuing its net 25 per cent stake in the oil company direct to ICI shareholders. This, according to ana-

lysts, was the latest twist in a long-running saga concerning the ICI stake. "It is no more than another avenue, and there have been plenty of opportunities during the past year or so - for ICI to explore regarding its Enterprise holding, a possibility, but no more than that," said one researcher.

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Saatchi & Saatchi weakened on news that the company had sold Peterson, a legal consultancy in Chicago, to its management. Analysts described the price - \$2m plus 10 years of royalties worth at least \$20m - as disappointing. Saatchi, which has sold a total of \$116m for Peterson since its acquisition in 1987, slipped 2% to 83p.

A positive statement from the chairman of WPP helped the shares recover another 9 to 61.8p. Mr Martin Sorrell told the annual meeting that liquidity continued to improve and satisfactory progress was being

made to reduce debt in line with his objective of substantially reducing it over the next five to six years. Ms Lorna Tilman at S.G. Warburg said: "If they can say this at a low in the economy, it looks well for the cyclical upturn."

Star Containiers' bid for control of the Isha of Mass Steam Packet left the latter's shares 21 higher at 118p. The offer is to be made through Seabox, a wholly owned subsidiary, and conducted by UBS Phillips & Drew. The terms are 115p for each Steam Packet share in cash, with a loan note alternative. The Sea Containiers group holds 41 per cent of Steam Packet and has board representation. Seabox said it wanted the company to keep its stock exchange listing with Sea Containiers holding a controlling interest.

Press predictions that interest rates might begin to fall by the autumn helped the stores sector. Among those to benefit were Burton, up 11 to 165p, Kingfisher, 7 higher at 372p, 6 higher at 144p on 1.7m. The

market from one leading trader. The shortage of stock brought sharp gains in a few sectors where there were sound, albeit technical, reasons for buying stock. Although the foods sector calmed down after the excitement stirred last week by the agreed bid for Jacobs Suchard by Philip Morris, the US tobacco, brewing and foods group, UK brewery stocks were very firm.

Yesterday's market performance surprised most traders, who sounded little impressed by the renewed move towards the FT-SE 2,400 territory. Strategists at leading securities firms continued to take a cautious stance for the near term.

shares and marketmakers reported US buying.

## Siebe hit

News that another sizeable US acquisition is intended by Siebe, the UK control device group, put the shares down 25 to 50p. Siebe intends to offer \$33 cash per share, making a total of \$65m for Foxboro, an automation and control equipment maker which announced earlier this month that it was exploring a strategic alliance with another company.

If the deal is successful, Foxboro will be merged with Siebe's US subsidiary Siebe Inc, and the advantages of a flotation of some of the latter's capital is being contemplated.

Analysts took the view that Siebe would have to work extremely hard to avoid dilution. The increase in borrowings would raise gearing to over 100 per cent, but it was conceded that the group had earned credit for turning similar businesses around over the past few years. One researcher felt that the relatively small fall in the Siebe share price indicated the market was taking the acquisition on trust.

The oil and gas sector attracted its fair share of interest, although much of the activity was triggered by some highly speculative stories.

The day's most exciting but highly fanciful story emanated from the traded options market and centred on BP shares, which momentarily slipped upwards to touch 235p, before slipping back to close a net 2% firmer at 230p on turnover of 8.8m. The whisper that triggered a flurry of trading was that a stake in BP of as much as 3.5 per cent had been steadily built up by Hanson over the previous few months and was about to be declared.

Closely observers of the oil sector took little heed of the story and said close scrutiny of trading and turnover in BP showed absolutely no evidence of a stakeholding operation. "Just remember how much turnover in billions of shares - it took for the Kuwaitis to assemble their post-Government stake holding in BP three years ago," noted one oil sector specialist.

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lysts, was the latest twist in a long-running saga concerning the ICI stake. "It is no more than another avenue, and there have been plenty of opportunities during the past year or so - for ICI to explore regarding its Enterprise holding, a possibility, but no more than that," said one researcher.

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## New Highs and Lows for 1990

Market 100

FT-SE 100

FT-SE 1000

FT-SE 10000

FT-SE 100000

FT-SE 1000000

FT-SE 10000000

FT-SE 100000000

FT-SE 1000000000

FT-SE

#### **LONDON SHARE SERVICE**

## **BANKS, HP & LEASING**

## BUILDING, TIMBER, ROADS -

## Timber Contract

## **ELECTRICALS – Co**

37

## **ENGINEERING – Contd**

1990

**INDUSTRIALS (Miscel.)—Contd**

1100

**INDUSTRIALS (Miscel.)—Contd.**

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Cw Gr. P/E

ANSWERING THE QUESTIONS

## **DRAPERY AND STORES**

|                        |     |       |      |     |     |
|------------------------|-----|-------|------|-----|-----|
| 460 Young Brew 'A' 50p | 470 | 15    | 11.5 | 2.0 | 3.3 |
| 370 Do Non. V. 50p     | 375 | ..... | 11.5 | 2.0 | 4.1 |

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|-----------------------|-----|--------------------|---|------|-------|-------|------|------|------|------|------|---------------------|---|-----|-------|------|------|------|------|
| 155                   | 138 | Acrlife 10a.       | v | 140  | 6     | 6.75  | 1    | 1.6  | 3.5  | 89   | 73   | General S. R. 10a.  | v | 38  | 12.5  | 3.3  | 3.8  | 10.1 | 34   |
| 285                   | 13  | Admet Group 10a.   | v | 241  | 4     | 1.6   | 1.6  | 1.6  | 10.4 | 145  | 104  | Goldens Corp. 10a.  | v | 38  | 29.1  | 28.0 | 28.0 | 28.0 | 34   |
| 525                   | 405 | Altwood 50a.       | v | 504  | 1     | 1.6   | 1.6  | 1.6  | 10.4 | 1500 | 1306 | Great Universal.    | v | 130 | 131.5 | 3.2  | 3.2  | 6.2  | 32   |
| 128                   | 121 | AMIS 10a.          | v | 121  | 4     | 3.38  | 1    | 1.6  | 7.4  | 1179 | 880  | US. A.              | v | 12  | 10.5  | 1.7  | 2.8  | 19.4 | 85   |
| 269                   | 205 | BBP Inds. 50a.     | v | 237  | 1     | 1.6   | 1.6  | 1.6  | 8.4  | 1684 | 104  | Wise 10a.           | v | 10  | 1.6   | 1.6  | 4.2  | 4.2  | 42   |
| 144                   | 91  | Baagende Brick     | v | 1104 | 2     | 3     | 1.6  | 4.6  | 10.0 | 205  | 52   | Brickstone Grp 10a. | v | 205 | 2.1   | 3.0  | 5.4  | 7.6  | 32   |
| 71                    | 40  | Bailey (Bam) 10a.  | v | 48   | 1     | 1.6   | 1.6  | 1.6  | 8.4  | 251  | 25   | Bentley 10a.        | v | 35  | 2.0   | 4.6  | 4.6  | 10.8 | 66   |
| 127                   | 97  | Baldwin 10a.       | v | 102  | 2     | 2.55  | 4.6  | 10.0 | 9.9  | 124  | 124  | Bentley 10a.        | v | 24  | 1.97  | 2.9  | 10.3 | 9.4  | 212  |
| 180                   | 135 | Ball (A. H.) 25a.  | v | 140  | 4     | 7.75  | 1    | 1.6  | 9.9  | 125  | 110  | Barnet Reins 10a.   | v | 125 | 3.81  | 2.9  | 2.9  | 21.1 | 329  |
| 51                    | 23  | Banter Dev. 10a.   | v | 123  | 2     | 2.55  | 4.6  | 10.0 | 9.9  | 126  | 110  | Barnet Reins 10a.   | v | 126 | 4.7   | 4.7  | 5.3  | 11.6 | 327  |
| 216                   | 165 | Barnet Dev. 10a.   | v | 165  | 5     | 13.38 | 4.6  | 9.9  | 9.9  | 127  | 25   | Bashall Group 50a.  | v | 28  | 13.1  | 1.6  | 14.6 | 5.8  | 426  |
| 178                   | 130 | Baser 10a.         | v | 162  | 2     | 2.55  | 4.6  | 10.0 | 9.9  | 128  | 25   | Bashall Group 50a.  | v | 28  | 13.1  | 1.6  | 14.6 | 5.8  | 155  |
| 211                   | 162 | Bethmar            | v | 211  | 3     | 11.0  | 4.6  | 10.0 | 9.9  | 129  | 135  | House of Leroy.     | v | 130 | 10.3  | 1.3  | 10.0 | 10.1 | 183  |
| 31                    | 56  | Bewlwich 10a.      | v | 15   | 43.75 | 10.0  | 10.0 | 10.0 | 10.0 | 290  | 222  | James Vert 10a.     | v | 235 | 4.5   | 4.2  | 3.8  | 5.9  | 211  |
| 203                   | 140 | Berkeley Group.    | v | 157  | 1     | 1.6   | 1.6  | 1.6  | 10.0 | 372  | 27   | Kingfisher.         | v | 372 | 4.7   | 11.5 | 2.9  | 4.1  | 101  |
| 122                   | 122 | Berkeley Group.    | v | 157  | 1     | 1.6   | 1.6  | 1.6  | 10.0 | 372  | 27   | Kingfisher.         | v | 372 | 4.7   | 11.5 | 2.9  | 4.1  | 101  |
| 122                   | 122 | Bent Bros. 50a.    | v | 122  | 1     | 1.6   | 1.6  | 1.6  | 10.0 | 386  | 311  | Bent Bros. 50a.     | v | 386 | 1.6   | 1.6  | 1.6  | 10.0 | 122  |
| 153                   | 128 | Bird Group 10a.    | v | 152  | 1     | 1.6   | 1.6  | 1.6  | 10.0 | 114  | 60   | Bent Bros. 50a.     | v | 386 | 1.6   | 1.6  | 1.6  | 10.0 | 122  |
| 153                   | 128 | Bird Group 10a.    | v | 152  | 1     | 1.6   | 1.6  | 1.6  | 10.0 | 114  | 60   | Bent Bros. 50a.     | v | 386 | 1.6   | 1.6  | 1.6  | 10.0 | 122  |
| 155                   | 155 | Blockers 20a.      | v | 122  | 1     | 4.81  | 1    | 1.6  | 8.7  | 74   | 63   | Brasla Wse 20a.     | v | 73  | 3.5   | 2.3  | 6.6  | 8.8  | 425  |
| 271                   | 163 | Blue Circle 50a.   | v | 152  | 2     | 11.0  | 4.6  | 10.0 | 9.9  | 455  | 455  | Burley.             | v | 453 | 5.49  | 4.8  | 18.2 | 17.2 | 155  |
| 141                   | 106 | Bo. 7.3% Ad Co Pl. | v | 152  | 2     | 7.3%  | 4.6  | 10.0 | 9.9  | 255  | 225  | Do Non-Vig.         | v | 248 | 2.9   | 4.8  | 3.2  | 9.4  | 375  |
| 468                   | 433 | Boat (Theory) 50a. | v | 468  | 2     | 21.6  | 2.9  | 6.0  | 6.0  | 151  | 150  | Limited In 50c.     | v | 512 | 1.6   | 0.6  | 0.6  | 0.6  | 225  |
| 125                   | 98  | Breden             | v | 115  | 4     | 2.5   | 2.9  | 4.9  | 2.5  | 211  | 164  | Lyons Chemists 50a. | v | 176 | 1.6   | 22.1 | 6.2  | 1.7  | 12.8 |
| 355                   | 355 | BRE 64 & EA        | v | 355  | 14    | 9.6   | 13.4 | 13.4 | 13.4 | 153  | 120  | Lyons Chemists 50a. | v | 176 | 7.8   | 2.3  | 7.7  | 7.7  | 176  |
| 155                   | 155 | BRE 64 & EA        | v | 355  | 14    | 9.6   | 13.4 | 13.4 | 13.4 | 153  | 120  | Lyons Chemists 50a. | v | 176 | 7.8   | 2.3  | 7.7  | 7.7  | 176  |
| ENGINEERING           |     |                    |   |      |       |       |      |      |      |      |      |                     |   |     |       |      |      |      |      |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 250                   | 240 | ASW Hdg. 5a.       | v | 290  | 1     | 11.0  | 3.5  | 5.1  | 7.6  | 247  | 247  | ASW Hdg. 5a.        | v | 290 | 2.0   | 2.9  | 5.6  | 8.1  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
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| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.6   | 2.3  | 2.3  | 2.3  | 225  |
| 157                   | 121 | APV 10a.           | v | 155  | 1     | 5.6   | 2.0  | 4.3  | 11.4 | 59   | 59   | APV 10a.            | v | 155 | 4.    |      |      |      |      |

## MOTORS-AIRCRAFT TRADES

|     |                         |      |      |       |     |     |     |                            |                              |     |      |      |      |      |                             |                        |                            |      |      |      |      |                         |                      |                            |                          |      |      |      |                           |                           |                               |                         |                           |      |      |     |      |     |      |      |                          |      |     |     |     |     |      |
|-----|-------------------------|------|------|-------|-----|-----|-----|----------------------------|------------------------------|-----|------|------|------|------|-----------------------------|------------------------|----------------------------|------|------|------|------|-------------------------|----------------------|----------------------------|--------------------------|------|------|------|---------------------------|---------------------------|-------------------------------|-------------------------|---------------------------|------|------|-----|------|-----|------|------|--------------------------|------|-----|-----|-----|-----|------|
| 178 | WPS Group 5a...v        | 13   | 10.5 | 6.1   | 5.1 | 4.3 | 240 | 214 Control Tech 10p...v   | 238d                         | 15  | 15.5 | 28   | 3.1  | 15.5 | 222161601-Sterling Inds...v | 8                      | 7.0                        | 9    | 5.6  | 9    | 78   | 609 Charter Pacific...v | 71                   | 10.0                       | 12.0                     | 4.6  | 7.9  | 788  | 503 Security Services...v | 593                       | -2                            | 2310.4                  | 47.1                      | 57.1 | 41.5 |     |      |     |      |      |                          |      |     |     |     |     |      |
| 179 | Samuel Group 10a...v    | 87   | 4.4  | 1.9   | 1.7 | 0.8 | 47  | 154 Crombrol Elect 10p...v | 16                           | -5  | 0.5  | -4.4 | -    | 209  | 1271TACE 10p...v            | 207                    | -26                        | 11.0 | 9.1  | 7.0  | 20   | 66                      | 37 Celestion 20p...v | 45                         | 10.0                     | 13.0 | -    | -    | 798                       | 471 Global Assistance...v | 798                           | -2                      | 13.5                      | 5.5  | 3.8  | 5.9 |      |     |      |      |                          |      |     |     |     |     |      |
| 180 | Severfield-Rowe 10j...v | 84   | -1   | 4.0   | 1.3 | 5.7 | 6.0 | 68                         | 474 Grafton Elect 10p...v    | 64  | -1   | 1.05 | 2.7  | 1.23 | 511                         | 415T Group 50p...v     | 504                        | -2   | 17.5 | 2.1  | 4.6  | 11.9                    | 51                   | 341 Cen. Sheepord Ind. v   | 34                       | -14  | 8.0  | -    | 10.1                      | 365                       | 345 Service Group 2a...v      | 353                     | -                         | 9.5  | 2.6  | 3.6 | 14.5 |     |      |      |                          |      |     |     |     |     |      |
| 181 | Shaw & Fisher           | 83   | -1   | 4.0   | 2.6 | 5.7 | 6.0 | 80                         | 654 Crystalite 50...v        | 46  | -1   | 1.11 | 1.10 | 1.23 | 213                         | 1707 Telford 20p...v   | 216                        | -6   | 1.2  | 2.6  | 14.5 | 11.0                    | 89                   | 890 Daniel Express 50p...v | 93                       | -2   | 3.8  | 0    | 0                         | 1473                      | 1240 Seats & Headrest 50p...v | 1445                    | -10                       | 22.0 | 6.0  | 2.1 | 0    |     |      |      |                          |      |     |     |     |     |      |
| 182 | Sheffield Instl...v     | 135  | 1.3  | 3.5   | 3.3 | 4.4 | 123 | 878 Dale Elect 10p...v     | 49                           | -1  | 3.1  | 1.8  | 4.9  | 7.0  | 198                         | 1454 Ter Helle 10p...v | 165                        | -5   | 11.0 | 2.1  | 8.1  | 7.8                     | 475                  | 395 Charter Com 20p...v    | 479                      | -3   | 19.5 | 0    | 5.7                       | 0                         | 475                           | 2590 March Group 50...v | 366                       | -    | 5.0  | 0   | 0    | 0   |      |      |                          |      |     |     |     |     |      |
| 183 | Shelby Ridge 5p...v     | 133d | -1   | 13.75 | 2.9 | 5.6 | 9.8 | 384                        | 3000 Units...v               | 383 | -1   | 13.2 | 2.7  | 4.6  | 10.6                        | 145                    | 1186 Ter Helle W. 150p...v | 128  | -5   | 4.75 | 2.9  | 5.3                     | 8.8                  | 91                         | 912 Charterball 5p...v   | 91   | -26  | 12.1 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Shaw (Arthur) 10p...v | 78d  | -15  | 4.1 | 0    | 7.2 | 0    | 7221 | 1811 Volkswagen DMSO...v | 2115 | -13 | 0.0 | 0.0 | 0.0 | 22.9 |
| 184 | Shenstone               | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 45                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 185 | Shirce Gro...           | 200  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 186 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 187 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 188 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 189 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 190 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 191 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 192 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 193 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 194 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 195 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 196 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 197 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 198 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 199 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 200 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 201 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 202 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 203 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 204 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 205 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 206 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v     | 50  | -1   | 2.5  | 1.1  | 7.0  | 16.17                       | 250                    | 1800 Toyssys Dm 10...v     | 194  | -4   | 0.20 | 2.6  | 3.7                     | 10.3                 | 62                         | 620 Charterhouse 50c...v | 62   | -20  | 12.0 | 1.0                       | 0.3                       | 3.1                           | 97                      | 671 Sheldon Jones...v     | 97   | -27  | 4.5 | 1.3  | 6.1 | 16.3 | 5441 | 1300 Volvo Kr25...v      | 531  | -2  | 0.0 | 0.0 | 0.0 | 4.7  |
| 207 | Shoal Group             | 175  | -1   | 4.5   | 6.6 | 3.4 | 8.4 | 43                         | 43 Denirov Int'l. 5p...v</td |     |      |      |      |      |                             |                        |                            |      |      |      |      |                         |                      |                            |                          |      |      |      |                           |                           |                               |                         |                           |      |      |     |      |     |      |      |                          |      |     |     |     |     |      |





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## FOREIGN EXCHANGES

## Canadian dollar holds firm

THE Canadian dollar shrugged off worries of political instability after the collapse of the Meech Lake constitutional accord and moved higher as it yielded attractively to investors. Sterling and the Australian dollar were also bolstered by high interest rates, while the other major currencies were steady in quiet technical trading.

Analysts expressed surprise at the Canadian dollar's resilience after the collapse of the accord but added that the news had already been anticipated by the market. Some profit-taking of US dollar-Canadian dollar positions helped bolster the Canadian unit. There was no indication by the London close that the Canadian central bank had been supporting the currency.

The expectation that Canadian monetary policy would remain as it encouraged dealers not to touch the dollar any lower. But some analysts remained sceptical. "High yields are the only factor supporting the Canadian dollar. If another major currency starts to rally it could come under pressure," said Mark Brett, analyst at Barclays de Zoete Wedd. The US dollar fell to 1.1789 Canadian dollars, from 1.1820 on Friday.

The stability of the US dollar and D-Mark once again encouraged

aged investors to favour currencies with high interest rates, particularly sterling and the Australian dollar. The yen remained weak following the recent surge in monetary growth.

Sterling followed its recent pattern of beginning the week easier after an advance before the weekend. "It rises on Fridays with traders unwilling to be short in case the pound joins the exchange rate mechanism (of the EMS) at the weekend. But then it falls back on Monday when that doesn't happen," said Mr David Simmonds, treasury economist at Midland Montagu.

However, sterling was unable to stay down for long, due to high interest rates and the D-Mark's weakest tone. The lack of any major economic data this week will leave sterling stuck around DM2.90, many analysts said. Sterling closed in London unchanged at 67.5.

The dollar closed higher at DM1.6780 from DM1.6745; at SF1.4095 from SF1.4090; at Y155.35 from Y154.75; and at FF15.625 from FF15.6200. The dollar index finished unchanged at 67.5.

## EURO-CURRENCY INTEREST RATES

| June 25       | Start term    | 7 Days        | One Month | Three Months | 6 Months  | One Year  |
|---------------|---------------|---------------|-----------|--------------|-----------|-----------|
| Starting      | 14/6-1/8      | 14/6-1/8      | 14/6-1/8  | 14/6-1/8     | 14/6-1/8  | 14/6-1/8  |
| US            | 1.7220-1.7230 | 1.7200-1.7210 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Can. Dollar   | 1.6250-1.6260 | 1.6230-1.6240 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| D. Guilder    | 8.75-8.75     | 8.75-8.75     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| French Franc  | 7.75-7.75     | 7.75-7.75     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Deutsche Mark | 7.75-7.75     | 7.75-7.75     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Fr. Franc     | 7.75-7.75     | 7.75-7.75     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Irish         | 1.0775-1.0835 | 1.0820-1.0830 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| W. Germany    | 2.8750-2.8760 | 2.8750-2.8760 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Spain         | 1.7800-1.7850 | 1.7810-1.7840 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Italy         | 1.1822-1.1832 | 1.1810-1.1820 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| France        | 9.75-9.75     | 9.74-9.75     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Denmark       | 10.00-10.00   | 10.00-10.00   | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Japan         | 10.00-10.00   | 10.00-10.00   | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Austria       | 2.00-2.00     | 2.00-2.00     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Sweden        | 1.00-1.00     | 1.00-1.00     | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| Swiss Franc   | 1.1800-1.1830 | 1.1790-1.1820 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |
| ECH           | 1.4010-1.4040 | 1.4020-1.4060 | 0.92-0.93 | 0.92-0.93    | 0.92-0.93 | 0.92-0.93 |

Commercial rates taken towards the end of London trading. Six-month forward dollar 5.16-5.11 (Index 12 months) 9.05-9.06.

## C IN NEW YORK

| June 25  | Latest        | Previous Close |
|----------|---------------|----------------|
| 4 Spot   | 1.7290-1.7300 | 1.7280-1.7295  |
| 1 month  | 0.92-0.93     | 0.92-0.93      |
| 3 months | 0.92-0.93     | 0.92-0.93      |
| 6 months | 0.92-0.93     | 0.92-0.93      |

Forward premiums and discounts apply to the US dollar

## STERLING INDEX

| June 25 | Latest | Previous Close |
|---------|--------|----------------|
| 8.30    | 91.1   | 90.6           |
| 10.00   | 91.1   | 90.6           |
| 12.00   | 91.1   | 90.6           |
| 11.00   | 91.3   | 90.8           |
| 10.00   | 91.4   | 91.2           |
| 9.00    | 91.4   | 91.2           |
| 7.00    | 91.2   | 91.1           |
| 5.00    | 91.2   | 91.1           |
| 4.00    | 91.2   | 91.2           |

Forward premiums and discounts apply to the US dollar and not to the individual currency.

## CURRENCY RATES

| June 25            | Bank of England | Special Drawing Rights | European Currency | US dollar |
|--------------------|-----------------|------------------------|-------------------|-----------|
| Starting           | 0.763200        | 1.012600               | 1.712600          | 1.712600  |
| U.S. Dollar        | 1.255000        | 1.255000               | 1.255000          | 1.255000  |
| Canadian Dollar    | 1.32            | 1.32                   | 1.32              | 1.32      |
| Austrian Schilling | 1.5570          | 1.5519                 | 1.5519            | 1.5519    |
| Swiss Franc        | 1.112           | 1.112                  | 1.112             | 1.112     |
| Denmark Krone      | 0.841500        | 0.841500               | 0.841500          | 0.841500  |
| Deutsche Mark      | 0.80            | 0.80                   | 0.80              | 0.80      |
| Irish              | 1.255000        | 1.255000               | 1.255000          | 1.255000  |
| French Franc       | 7.9500          | 7.9500                 | 7.9500            | 7.9500    |
| Italian Lira       | 13.10           | 13.10                  | 13.10             | 13.10     |
| Japanese Yen       | 151.75          | 151.75                 | 151.75            | 151.75    |
| Norway Krone       | 0.561970        | 0.561970               | 0.561970          | 0.561970  |
| Yen                | 0.561970        | 0.561970               | 0.561970          | 0.561970  |

1 Euro/dollar exchange rate.

\* All SDR rates are for June 22.

Commercial rates taken towards the end of London trading. Six-month forward dollar 5.16-5.11 (Index 12 months) 9.05-9.06.

Forward premiums and discounts apply to the US dollar and not to the individual currency.

## CURRENCY MOVEMENTS

| June 25            | Bank of England | Moscow   | German   | Change % |
|--------------------|-----------------|----------|----------|----------|
| Starting           | 0.761200        | 1.012600 | 1.712600 | 1.712600 |
| U.S. Dollar        | 1.255000        | 1.255000 | 1.255000 | 1.255000 |
| Canadian Dollar    | 1.32            | 1.32     | 1.32     | 1.32     |
| Austrian Schilling | 1.5570          | 1.5519   | 1.5519   | 1.5519   |
| Swiss Franc        | 1.112           | 1.112    | 1.112    | 1.112    |
| Denmark Krone      | 0.841500        | 0.841500 | 0.841500 | 0.841500 |
| Deutsche Mark      | 0.80            | 0.80     | 0.80     | 0.80     |
| Irish              | 1.255000        | 1.255000 | 1.255000 | 1.255000 |
| French Franc       | 7.9500          | 7.9500   | 7.9500   | 7.9500   |
| Italian Lira       | 13.10           | 13.10    | 13.10    | 13.10    |
| Japanese Yen       | 151.75          | 151.75   | 151.75   | 151.75   |
| Norway Krone       | 0.561970        | 0.561970 | 0.561970 | 0.561970 |
| Yen                | 0.561970        | 0.561970 | 0.561970 | 0.561970 |

1 Euro/dollar exchange rate.

2 Bank of England.

3 Moscow, average 1989-1990.

4 Bank of England.

5 Bank of England.

6 Bank of England.

7 Bank of England.

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29 Bank of England.

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## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

**Continued on Page 35**

**Causes** figures are unofficial. Yearly highs and lows reflect the previous 22 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounted to 25 or more cents per share, the year's high-low range and dividend are shown for the new stock only. Unless otherwise stated, rates of dividend are annual distributions based on the latest declaration. *a*-annual; *o*-quarterly; *b*-annual rate of dividend plus stock dividend; *c*-liquidating dividend; *old-c*-old dividend; *d*-new yearly low; *d*-dividend declared or paid in preceding 12 months; *g*-dividend Canadian funds, subject to 15% non-residence tax; *l*-dividend declared after split-up or stock dividend; *l*-dividend paid this year, *last*, *current*, *deferred*, or *no action* taken at latest dividend meeting; *h*-dividend declared or paid this year, an accumulative issue with dividends in arrears; *p*-new issues in the past 52 weeks. The high-low range begins with the start of trading, *d*-next day delivery; *P/E* price-earnings ratio; *r*-dividend declared or paid in preceding 12 months, plus stock dividend; *s*-stock split; *D*-dividends begin with date of split; *stc*-stubs; *dc*-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date; *c*-new yearly high; *t*-trading halted; *wi*-in bankruptcy or receivership or being reorganized under the Bankruptcy Act; *o*-securities assumed by such companies; *wd*-distributed; *wt*-when issued; *ws*-with warrants; *xe*-dividend or ex-rights; *xdc*-ex-distribution, without warrants; *y*-ex-dividend and sales initial; *ytd*-yield.

## **NASDAQ NATIONAL MARKET**

*4pm prices June 22*

## AMERICA

## Dow loses steam as Canada remains calm

## Wall Street

AN EARLY bounce in equity prices in reaction to last Friday's sharp fall soon lost steam and left the market lower throughout yesterday afternoon, writes Janet Bush in New York.

The Dow Jones Industrial Average closed down 12.13 points to 2845.05 on moderate volume of 134.5m shares. The Dow closed 44.55 points lower on Friday at 2,857.18.

Within half an hour of the opening yesterday, the Dow had recouped more than 14 points but then profit-taking set in once again. The Dow was given some support by rallies in some of its component stocks, leaving its losses more limited than, for example, the Standard & Poor's 500 index which was quoted 3.12 points lower at 352.51.

One Dow stock which did well was Philip Morris which continued Friday's rally on news of its agreement to buy most of Jacobs Suchard, the Swiss coffee and chocolate

maker, for \$3.8bn. Clearly, the market has given a vote of confidence to the strategic thinking behind the deal. Philip Morris was quoted 1.1% higher at \$46.5.

Among other blue chip issues, International Business Machines added 1% to \$116.75. Merck gained 5% to \$82.75 and International Paper edged 3% higher to \$45.1.

The tone of the broad market was somewhat defensive yesterday because of weakness in Treasury bonds ahead of an enormous amount of new supply this week. This helped prevent equities from rebounding from Friday's drop.

There is some nervousness about the volatility seen recently which can be traced to active stock index arbitrage.

Oil companies were in focus yesterday with crude oil prices still sliding in the morning. Norway announced yesterday that it was dropping oil production controls from July 1 which were put in place in an attempt to help support world oil prices. Norway said that the controls had had little effect.

Mobil was quoted 3% lower at \$61.1%. Chevron dipped 3% to \$61.75 and Exxon slipped 5% to \$42.5.

Precious metals stocks did better, reflecting a firmer gold price. Newmont Gold gained 5% to \$40.25 and Homestake Mining was up 5% to \$17.75.

One of the day's featured issues was Foxboro which jumped \$12.75 to \$51 on news that Siebe Plc, a British securities systems company, had agreed to acquire the company for \$52 a share.

Two companies were featured because they warned the market about disappointing earnings. The market is likely to become increasingly nervous about corporate profitability as second quarter earnings start pouring out over coming weeks. Most of this year, the market has risen on hopes of a decline in interest rates due to the slowing of the economy but has yet to show any real concern about the effect of this on corporate profits.

Caterpillar, in contrast, plunged 4.7% to \$38 after projecting that second quarter net income would fall short of the year ago level.

Mobil was quoted 3% lower at \$61.1%. Chevron dipped 3% to \$61.75 and Exxon slipped 5% to \$42.5.

projecting that second quarter net income would fall short of the year ago level.

Heavy capitalised and tend to be worst hit by high interest rates. Mitsubishi Heavy topped the list with 7m shares and fell 10% to \$30.

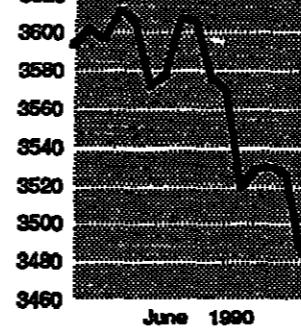
Toyota and Sanyo, which were recently popular for their strong earnings and specific incentives, both fell victim to heavy profit-taking. Toyota dropped 7% to \$24.40 and Sanyo slipped 2% to \$90.

After plunging more than 300 points in the first 15 minutes of trading, the Nikkei average weakened further throughout the day, closing down 570.38 at 31,124.19, the day's low. The intraday high was 31,637.71. Declines led advances by a wide margin, with 904 against 120, while 100 issues were unchanged. Turnover fell to 300m shares from 385.5m per cent.

Analysts could not discern any individual stock movements due directly to Meech John di Tommaso, equity investment manager, Royal Insurance Canada, said the market had reacted in "a ho-hum manner", and there could be some reaction later.

## Canada

## Toronto Composite



June 1990

## Canada

There was a calm reaction in stock markets yesterday to the failure of the Meech Lake constitutional accord. The Toronto Composite Index lost 15 points on the day, largely following New York.

Some early nervousness, generated by a weak Canadian dollar overnight, swiftly moderated, especially after the two big US credit agencies left their ratings on Canadian and Quebec government and guaranteed bonds unchanged at Triple A and Double A minus respectively. Late in the afternoon the Canadian dollar firmed to around 85 cents US, and short term money market rates were stable around 13.55 per cent.

After being down nearly 11 points at noon in line with New York, the composite index near the close was down 13 points at 3,476.50.

Metals and minerals and financial services were lower.

## ASIA PACIFIC

## Weak yen and high rates put pressure on Nikkei

and cement stocks leading the rally. A typhoon had kept the market closed on Saturday.

AUSTRALIA finished marginally firmer, supported by what some brokers described as "window dressing" buying by local funds managers, attempting to boost the value of their share portfolios by the end of the fiscal year on June 30. The All Ordinaries index rose 0.2 to 1,512.83, after trading in a narrow 9-point range.

Elders IXL was steady at A\$1.74 after announcing a A\$300m book loss on the sale of its 52.7 per cent stake in Elders Resources. Turnover rose to A\$20.7m from A\$17.6m.

NEW ZEALAND finished mixed in reaction to the news that Carter Holt Harvey, which rose 2 cents to A\$27.78, planned to merge with Elders Resources NZFF, which lost 9 cents to A\$21.57. CHIR said it would buy a 52.7 per cent in Elders Resources from A\$17.6m.

Nielsen offered a flicker of hope in an otherwise lacklustre Osaka market, rising Y100 to Y26,700. The OSE average declined 45.67 to 34,568.00 on volume of 24m shares, down from Friday's 38m.

## Roundup

PACIFIC RIM markets were mostly immune to the falls on Wall Street on Friday and in Tokyo yesterday. Hong Kong, Thailand and Taiwan rose strongly while the Philippines was the biggest loser, as the expected profit-taking set in.

HONG KONG rose in active, afternoon trade on the news that Fung Lai Chi, a leading Chinese dissident, had left the US embassy in Peking for a year.

Investors have questioned, for example, the ability of the Japanese Government to carry out the infrastructure investments that the US is demanding, particularly with the severe labour shortage in Japan. There has also been concern that the huge increase in infrastructure investment could push inflation higher.

US complaints that Japanese real estate prices are too high fanned fears of a sharp fall in land prices. Recent moves by the Ministry of Finance to tighten its grip on loans for real estate investments have not boded well for property prices either, said Mr Fukami.

A fall in real estate prices could lead to a sharp decline in issues that have been bought on the strength of their huge property assets.

VIENNA continued to rally, with the bourse index rising 12.22 to 651.32 on domestic and foreign bargain-hunting.

TAIWAN's weighted index rebounded above 5,500, the level at which the market had been expected to consolidate after a period of declines. The index gained 115.81, or 2.1 per cent, to 5,568.55, with financial

and insurance stocks leading the rally.

SEoul continued to fall as inflationary pressures and the tight monetary policy kept investors on the sidelines. The composite index shed 7.35 to 738.50 in thin trading.

SINGAPORE was depressed by falling markets in the US and Japan. Investors were also daunted by the amount of rights issues and other cash calls planned for the latter half of the year, particularly in Malaysia issues. The Straits Times index dropped 9.76 to 1,522.62. Turnover fell to S\$11.7m from Friday's S\$13.7m.

KUALA LUMPUR recovered in the afternoon as light gain-hunting emerged. The composite index climbed 0.97 to 590.51 while volume slipped to 80m shares from 33m.

## SOUTH AFRICA

GOLD shares were given a welcome boost by a firm balloon price and a sharp fall in the financial rand. The all-gold index jumped 9.5 to 1,445 and the overall index rose 56 to 2,932. Vaal Reefs firm B16 to B27.

## EUROPE

## Food companies continue to attract interest

PHILIP MORRIS's agreed bid for Jacobs Suchard, announced on Friday, stirred interest in other food companies yesterday as the theme of further concentration in the European food industry was revived, writes David Stott.

THE LANDFORT was back in the news, but picked up on domestic buying. It then accelerated, through a 3.18 rise to 794.91, in the FAZ index at mid-session, to a final 23.39 gain to 1,896.21 in the DAX.

The Bundesbank monthly report said yesterday that interest rates were high enough to absorb risks and unpredictable factors emerging from German unity. The Bundesbank's average bond yield fell another 3 basis points to 8.92 per cent, compared with 9.01 per cent a week earlier.

Volume stayed high by recent standards at DM9.1bn, compared with DM9.7bn last

Friday. Banks gained on the back of higher bond prices, Deutsche Bank rising DM14 to DM302.50 and BHF Bank DM10 higher at DM47.40.

Allianz continued last week's re-ratings with a DM35 improvement to DM76.70, up over 10% to DM50 in a week which included its London listing.

Altana, the health and baby foods group, ended DM17 on the week to Friday's DM2.50.

ZURICH took a breather after the Jacobs Suchard excitement. The Credit Suisse Index edged up 2.8 to 662.6.

Ciba-Glyc, which said that present currency rates are making it hard to maintain profits in 1990, fell SF7.50 to SF33.80. Foods were supported by speculation that Suchard holders would reinvest their takeover cash in the sector, and Nestle registered rose

Dutch bond prices also helped. The CBS Tendency index closed steady at 121.0, after starting 0.3 off at 120.7. Unilever rose 90 cents to FI 165.50 after announcing it planned to buy the 50 per cent it did not already own in Margeritaberg.

Michelin pulled back after its chairman's warning on Friday that the tyre-maker could make a loss. One salesman said that yesterday's 8.3 per cent fall in the share price to SF79.20, down 1.7%, could have been worse, pointing out that a few weeks ago analysts had been predicting a SF7.5bn profit. Michelin closed above its day's low of SF79.10, but more than 20 per cent below its level of just over a week ago.

AMSTERDAM was initially weak following heavy losses on Wall Street and Tokyo but was supported by advances in Frankfurt and London. Firmer

UK

and France

## US and Japan depress the world

| MARKETS IN PERSPECTIVE     |         |                      |          |          |          |          |          |          |          |
|----------------------------|---------|----------------------|----------|----------|----------|----------|----------|----------|----------|
| % change in local currency |         | % change in sterling |          | 1 week   |          | 4 weeks  |          | 1 year   |          |
| 1 week                     | 4 weeks | Short of             | Short of | Short of | Short of | Short of | Short of | Short of | Short of |
| Austria .....              | +2.32   | +4.09                | +74.24   | +86.69   | +28.01   | +37.57   |          |          |          |
| Belgium .....              | -0.88   | +0.7                 | -2.28    | -6.17    | -0.78    | -3.04    |          |          |          |
| Denmark .....              | -0.50   | +1.64                | +12.22   | +10.09   | +0.7     | +4.40    |          |          |          |
| Finland .....              | +0.42   | -1.03                | -12.54   | +0.09    | -4.88    | +2.45    |          |          |          |
| France .....               | +0.01   | -4.39                | -12.92   | -0.75    | -4.94    | +2.17    |          |          |          |
| W. Germany .....           | +4.47   | +2.11                | +26.29   | +5.77    | -0.57    | +6.85    |          |          |          |
| Ireland .....              | -1.74   | +3.86                | +19.21   | +0.90    | -3.33    | +3.89    |          |          |          |
| Italy .....                | -1.77   | +0.11                | +10.88   | +5.34    | +1.34    | +8.90    |          |          |          |
| Netherlands .....          | +0.16   | +0.69                | +1.17    | -3.23    | -0.62    | -1.79    |          |          |          |
| Norway .....               | -0.27   | -3.07                | +20.18   | +14.81   | +9.22    | +17.38   |          |          |          |
| Spain .....                | +2.12   | +3.14                | -7.62    | -4.28    | -5.62    | +1.44    |          |          |          |
| Sweden .....               | +1.79   | +5.48                | +22.33   | +11.65   | +6.25    | +14.19   |          |          |          |
| Switzerland .....          | +0.16   | +3.36                | +9.98    | +2.21    | +4.10    | +11.88   |          |          |          |
| UK .....                   | -0.52   | +4.89                | +8.80    | -2.18    | -2.18    | +5.18    |          |          |          |
| EUROPE .....               | +0.51   | +2.19                | +10.33   | +0.44    | -2.11    | +5.21    |          |          |          |
| Australia .....            | +0.89   | +3.22                | +4.09    | -6.21    | -13.37   | -6.90    |          |          |          |
| Hong Kong .....            | +1.45   | +5.96                | +44.57   | +14.36   | +6.66    | +14.64   |          |          |          |
| Japan .....                | -2.66   | -4.29                | -9.87    | -20.89   | -31.60   | -26.49   |          |          |          |
| Malaysia .....             | +0.92   | -1.63                | +28.32   | +0.57    | -6.60    | +0.16    |          |          |          |
| New Zealand .....          | -0.73   | +2.06                | -2.67    | -7.63    | -15.12   | -8.78    |          |          |          |
| Singapore .....            | -0.88   |                      |          |          |          |          |          |          |          |

high rates  
Nikkei

• The Jacobin tradition  
impedes entry into the EC  
Page 2

### SECTION III

  
France has one of the highest standards of living in Europe, and its government boasts a creditable economic performance. But public anxieties over immigration, and the integration of Europe's single market, are contributing to an inchoate sense of unease in the Fifth Republic, writes Ian Davidson.

## A sense of unease hits a lucky land

MOST PEOPLE think that France is one of the luckier countries in the world.

At the moment, however, the French themselves are not so sure. They are aware of all their privileges, but have a nervous sense that times are out of kilter. Perhaps it is just peasant self-indulgence, or perhaps they have a point.

By all the ordinary criteria of national welfare and quality of life, France's good fortune is undeniable, and well-earned. Into the bargain, France had long been favoured by climate and geography, famous for the quality of its food and drink, and a world centre of art, culture and tourism.

In contrast to the past, it also appears to enjoy a political stability, and a prosperity founded on a thorough modernisation of its economic attitudes and institutions.

France is ahead of other countries in western Europe which are riding on a wave of economic prosperity as the twin shadows of the oil crisis and the Cold War fade.

Continued page 2

And yet France seems to be succumbing to this uneasy sense of malaise. The source and nature of the unease is difficult to pin down and harder to explain.

The malaise is most obvious in the field of politics, even though, by normal yardsticks, the country is being reasonably governed by responsible leaders.

The present team has a socialist label, but the country was also reasonably governed by a conservative team during the two years of cohabitation in 1986-88.

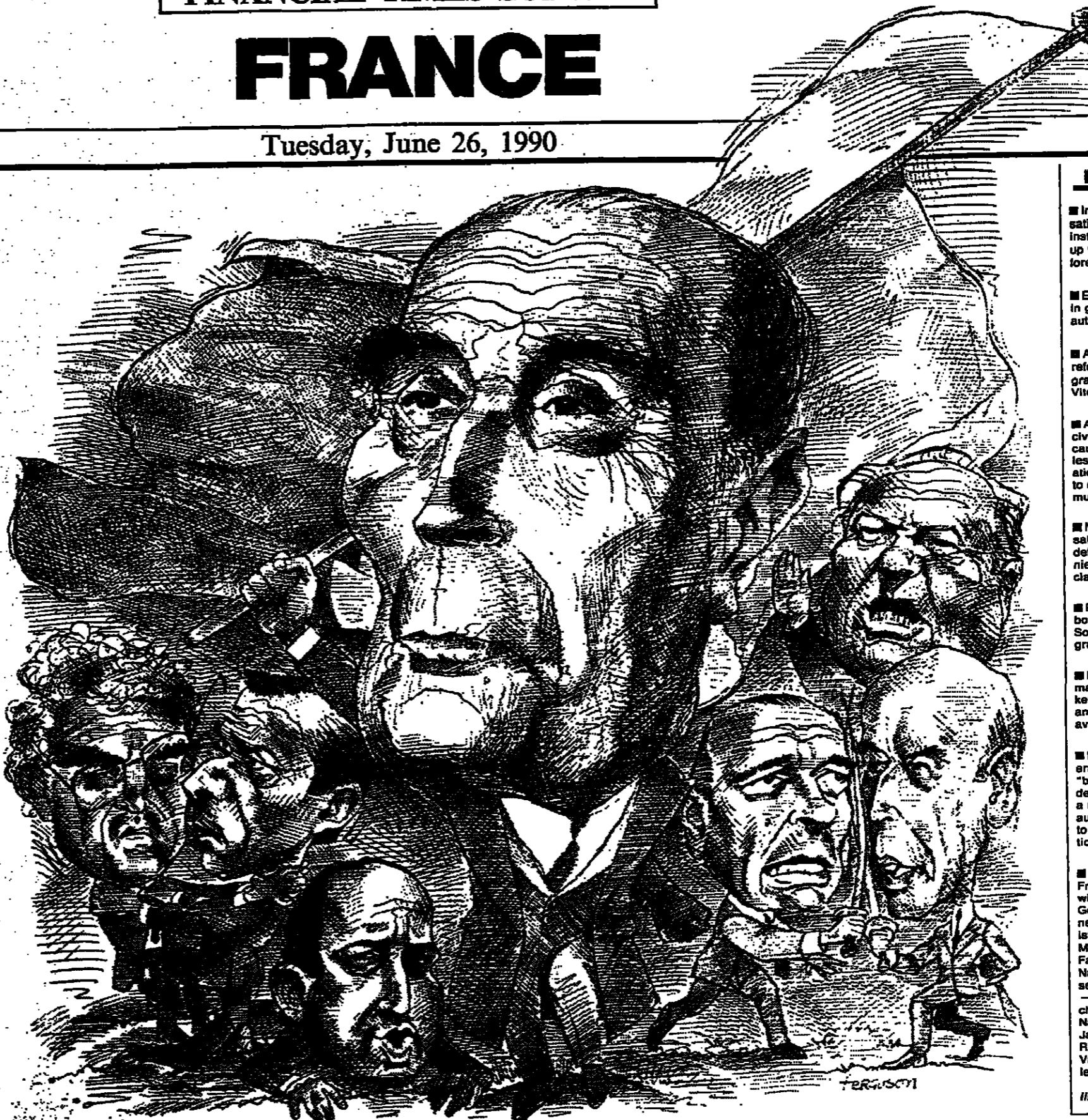
The legitimacy of alternation between right and left has become a new assumption of the Fifth Republic, and responsible government by responsible leaders seems to have become an entrenched feature of the French political scene.

President François Mitterrand, now well into his 70s and his second seven-year term, gives daily proof of a vigour which belies his age.

FINANCIAL TIMES SURVEY

# FRANCE

Tuesday, June 26, 1990



### IN THIS SURVEY

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■ Aerospace: growing role of civil aviation; aviation mergers cause EC concern; the 'blood less revolution' of decentralisation continues with a draft bill to cut the number of communes Page 7

■ Nationalisation and privatisations: the ongoing debate; details of 40 leading companies and 10 banks and financial institutions Page 8

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■ Energy: nuclear power generation continues to boom; the 'blood less revolution' of decentralisation goes on with a draft bill on local authorities; the UK is looking to France for ideas on education Page 11

■ Illustrated left: President François Mitterrand (centre) with members of his Socialist Government (from left) Mr. Léon Jouhaux, deputy Minister, Mr. Michel Rocard, Prime Minister, and Mr. Laurent Fabius, president of the National Assembly, with conservative politicians on right - Mr. Jean-Marie Le Pen, chairman of the far right National Front party (red), Mr. Jacques Chirac, leader of the RPR Gaullist Party, and Mr. Valéry Giscard d'Estaing, leader of the centre right UDF.

Illustration by James Ferguson

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**GECALSTHOM**

Continued from page 1

President François Mitterrand continues to carve a dominant place as one of Europe's leading and most creative statesmen, and he has given France a decisive role in the acceleration of European integration. Undoubtedly, he will have a commanding voice in the debate over future relations between east and west as the situation evolves and as France develops a policy for the wider Europe.

France's minority Socialist Government is well-established, and its steady success in managing the economy gives it a good life expectancy.

It even has a reasonable chance of staying on in office without interruption for the full five years until the next general election in 1993. This would be an unprecedented achievement in the history of the Fifth Republic.

Mr Michel Rocard's position as Prime Minister has been strengthened by his moderate and non-ideological attitude to political debate. His chances of contesting, and indeed of winning, the next presidential election in 1995, have been improved by the damaging power struggles which have undermined the prospects of his socialist rivals.

This is not to suggest that the conservative parties, if they were to win the 1993 election, could not or would not provide reasonable and responsible government. Far from it.

They are still hampered by internal divisions which heavily contributed to their defeat in 1986, but the angers for the country's government are reasonably favourable and stable.

But there are serious problems no-one seems to know how to tackle.

The first is the worrying

The National Front has risen partly because of the large immigrant population

strength of support for Mr Jean-Marie Le Pen, leader of the extreme right-wing National Front party, which first came to national prominence in 1984.

The first round of the 1988 election, when Mr Le Pen unexpectedly scored 14.5 per cent, seemed shocking but unrepresentative. Since then, however, support for the National Front has refused to subside, and recent national opinion polls give it 12-15 per

## Murmurs ruffle a charmed economy

President Mitterrand's Socialist

Government has secured a long-term place in France's history. But division within the parties of both left and right and the rise of the National Front reflect an underlying sense of malaise, partly linked to pan-European integration, writes Ian Davidson



all to woo the middle ground. These two weaknesses are obviously connected, but they have different implications for the parties on both sides.

Right wing parties know they must unite, but the Gaullists are uncertain whether to convert to moderate rationalism in the centre, or whether to revert to popular nationalism on the right in order to recover the National Front vote.

The Socialists are divided between the obvious material advantages of managing a conservative economic policy, and the loss of popular contact with their traditional political electorate through the sacrifice of the familiar socialist dialec-

tic. A third cluster of problems related to economic and political integration in western Europe go deep and to the heart of the Le Pen phenomenon and the collective sense of uneasiness in France.

No responsible politician in France now contests the logic of the Community model, or would seriously combat the current surge towards a more integrated Community. This tide in the events of Europe is being given added impetus from the disintegration of the Soviet order, which requires the countries of western Europe to mobilise their collective answers in every field - from economics to security.

But the implications of the Community model are uncomfortable at odds with the historical resonances of French political ideology. Generations of indoctrination in the strong central state, in Jacobinism, in conformism and in corporatism

have not prepared French people for the transition.

The Community model is an implicit attack on all these values.

The problem with open markets is not just the threat of competition from abroad; it is also the retreat of the state; it is the replacement of Jacobinism and corporatism by diversity and individual choice.

It is not the Community, of course, which has set out to attack the Jacobin model. On the contrary, it is the Jacobin model which has proved ill-adapted to the evolution of the world economy, while the Community has provided institutional mechanisms for making the transition. Jacobinism may be well suited to a world of stability and uniformity, but this world no longer exists. It is eight years since France accepted the need to decentralise government to the grassroots. In dealing with the problems of immigration, the French Government continues to insist on the Jacobin ideals of uniformity and assimilation. But the scale of the Muslim problem, and evidence of stress caused by the immigrant issue, suggest that this policy, and this attitude, are not working.

There is no way back to the world of Louis XIV. In any case, most Frenchmen would resist such a return, since they are far better off than they have ever been. France is adapting with remarkable success to the new rules of the economic game.

But it should not be surprising that if the process of change also entails transitional political and social stresses, including the temporary eruption of the National Front. The transition is made more difficult because the modernisation of France's political institutions has not yet caught up with that of the economy.

until the late 1970s. The Gaullist RPF party ostensibly had a longer pro-Community pedigree, but it did not accept the principles of enhanced supranationalism implicit in the Single European Act, which was negotiated by the Socialist Government, until shortly before ratification became necessary in 1986.

Since then, the Community has become an increasingly dominant force in official French policy: first with the programme for a Single European Market, next with the plan for Economic and Monetary Union (Esm), and now with the additional project of Political Union.

Both sides of the French political spectrum have submitted to the economic logic of open markets, deregulation, competition, fiscal responsibility and monetary stability.

Both sides have also accepted the logical consequence of the Single Market, which calls for an unprecedented degree of monetary and legal immigration.

A more diffuse explanation for the rise of the National Front is the imminent prospect of the larger European market. France has been a part of the European Community since its foundation almost 40 years ago, and no French president since General de Gaulle has jeopardised this commitment. But behind the public rhetoric, popular French reflexes are, until quite recently, instinctively nationalist and protectionist.

The Socialist Party was not really converted to the EC

there is deprivation, discrimination and growing tension.

The "respectable" political parties are showing signs of extreme alarm, while the conservative parties have moved to a naked anti-immigrant posture. Even the Socialist Government has shifted its emphasis from integration to tighter restrictions on all forms of illegal immigration.

Annual inflow may be about 100,000, although estimates of the number of illegal immigrants wildly range up to 300,000.

Although the number of illegal immigrants is not known, it is hard to believe that there has been an increase on a scale to justify the recent surge in popular anxiety. On the other hand, clear evidence of a serious problem is showing up in immigrant housing where

the emotive pulling power

of Mr Le Pen seems all the more potent in contrast with the milk-and-water feeblessness of the "respectable" political parties. Most politicians from the traditional parties of both left and right, suffer from at least two serious weaknesses.

Firstly, they have no politi-

The Community model is uncomfortable with the historical resonances of French political ideology

cal message which is simple and gripping. Instead they use ready-made phrases in the wooden language of officialdom.

Many French politicians come from a narrow class of over-educated elite civil servants and few seem to have the common touch.

Secondly, they sound too much like each other - because the economic logic of the new Europe compels them

Left: The European Parliament, Strasbourg; right: Demonstration in Carpentras, south-central France, over desecration of Jewish graves

The end of the Cold War spells change for foreign policy and defence strategy

## Manoeuvres in line with a new era

THE END of the Cold War era is forcing France to focus even more energy in the field of foreign policy and defence on east-west relations in general, and on Europe in particular.

France is troubled by a series of non-European issues: the rise of Islam fundamentalism in North Africa, especially in Algeria; pressure for emigration around the Mediterranean basin; and the apparent disintegration of corrupt and incompetent regimes in French-speaking black Africa.

But in 1990, these are secondary compared with the urgency of the end of the Cold War era.

In principle, this overhaul of foreign and defence policies should be a largely benign undertaking, for obvious reasons. Like other western countries, France can only welcome the end of east-west confrontation and the shadow of nuclear war. And yet, it is also a difficult process, since the removal of the threat also removes the pretexts for, and exposes the contradictions in, many of France's most deeply-ingrained foreign policy reflexes.

One of these reflexes is the assumption that France has a vocation as an independent global power, not a superpower, of course, not even perhaps any longer a "Great Power". In the 19th century such a role at least had a distinct global power, externally, culturally and militarily.

The French empire may have come and gone, but France intends to remain an important force in the world.

This aspiration is more than nostalgia for an imperial past. In terms of population or gross national product, France is now only a second-rank industrial power. But in a world where one of the superpowers is wholly discredited, and where the other is unwillingly groping for a renovated role, even second-rank powers may be significant players on the stage.

Yet the collapse of Communism and the disintegration of the Soviet empire in eastern Europe has suddenly made more arduous the challenge to second-rank powers to assert their place and define their role. Long before the counter-revolution of 1989, France had already embarked on a slow mutation of its attitude towards the outside world, both in its civil foreign policy and in its defence policy.

In both cases, the mutation was in the direction of more

solidarity with its international partners and especially with its partners in western Europe. But this process of internationalisation was still incomplete when the world itself was turned upside down. The mutation has become more urgent, but also more difficult.

Of course, France is not alone: the whole world needs to adjust to the new era, and the adjustment dilemma is dauntingly complex in the European theatre. But the problem is particularly pronounced for France, because of its idiosyncratic relationship to Nato. France remains a member of the Atlantic Alliance, and successive French governments have insisted on their political loyalty. But for more than 20 years the French have stood aside from the integrated military structures of Nato, because of their ideological commitment to a posture of Gaullist independence.

In the past, this Gaullist principle suited the French well. It flattered their sense of national self-esteem and gave them the benefits without the inconvenience of a security system based on military integration. Through constantly stressing the national independence of the French nuclear deterrent, it may well have played a key role in stifling the emergence of a significant anti-nuclear protest movement in France.

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In both cases, the mutation was in the direction of more

strengthening the credibility of France's contribution to European defence. This policy has led to new defence links with France's European partners, and especially with West Germany.

It started in earnest in 1982, when Mr Mitterrand launched a programme of Franco-German defence cooperation.

Two years later the French and Germans jointly promoted the reactivation of the seven-nation Western European Union defence organisation.

Since then, Franco-German

co-operation has led to the formation of a joint Franco-German brigade. This has been formalised with the establishment of a Franco-German Defence Council. Foreign and defence ministers of the WEU countries hold regular joint meetings, and in 1987 they adopted a common platform on Europe's specific security interests.

These innovations were responses to the problems of their time, however, which were largely caused by President Reagan's unpredictable initiatives towards the Soviet Union, from Star Wars to the Berlin Wall, and the missile crisis of 1983-84.

The assertion of France's commitment to Europe's

defence was a useful counter-weight to these stresses, but the essential structures of the east-west confrontation remained as fixed as ever.

Today, however, all these structures are up in the air.

The Warsaw Pact is in a state of operational disintegration. National forces talk success, they should almost eliminate the traditional threat of an outside eastern attack. Nato will be radically transformed. It may not even survive.

Western governments will start to debate the future of Nato and the Alliance during the second half of the year.

The French Government has made clear that it wants the US to remain committed to Nato with troops in Europe, and that it wishes Germany to remain in Nato after unification. But the dilemma for Paris is to decide whether France should engage in the debate so as to be a full participant in whatever emerges, or to stand aside so as to retain France's traditional independence. That decision has not yet been made.

Some senior officials forecast that the French Government will in due course make its own proposals for the reform of Nato, which could imply a guarded willingness to consider participation in a reformed structure. Others believe that the independence of French national defence is unbreakable under President Mitterrand, and that he has agreed to discuss the reform of Nato only the political Alliance.

On balance, it seems likely

that Mr Mitterrand will continue to skirt round the question of Nato, if that is possible, and thus preserve France's self-image as an independent strategic actor on the world stage. It may not be possible.

The paradox is that the reflexes of Gaullism, which have proved such a durable constraint on France's defence policy for so many years, have virtually ceased to exert any role in the case of France's civilian policy towards the European Community. On the contrary, under Mr Mitterrand, France has been the prime mover urging the Community towards closer integration.

This started in 1984 with the Single European Act which instituted the mechanisms for opening up the single European market. Then came the Monetary Union, scheduled to be negotiated in a new treaty. This was followed by a treaty on Political Union, including security policy.

The contrast can be rationalised on the grounds that the Community is a purely European organisation, whereas Nato is not. France objects to Nato integration, largely because it is dominated by the US. But the unstated contradictions are striking.

France wants America to stay in Nato and in Europe, in order to counter-balance the Soviet Union and also West Germany. Similarly, France has stayed out of Nato in order to safeguard a role of national independence. But in the Community, it accelerates moves which would curtail the national independence of all the member states.

Some analysts believe that President Mitterrand's Community policy is moving ahead of what a significant proportion of the French population is prepared for. They argue that the prospect of a large open market, and of a politically-united Community, has helped promote Mr Jean-Marie Le Pen, the xenophobic and anti-European leader of the National Front.

Nevertheless, Mr Mitterrand gives no sign of being deterred from his impetuous pursuit of Community integration. But whether he will succeed in reconciling his defence policy with his Community policy, and if so on what terms, is perhaps tomorrow's question.

Ian Davidson

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New links: President Mitterrand pictured last year with West German Chancellor Helmut Kohl

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Ian Davidson on the reasons for France's rise to better economic times

## The economy has shed its yoke

THE FRENCH economy is doing fine, thank you, and with every year that passes, it seems to do better and better.

Growth is good, inflation is declining, the franc is strong.

Yet these indicators of economic vigour tell only part of the story. Behind the conjunctural print-out of a healthy heart beat, there lies a story of structural transformation.

France has been going through a deeper evolution, from an economic model which was closed and interventionist, to one which is increasingly liberal, open and internationalist. In short, Mr François Mitterrand, the first Socialist president of the Fifth Republic, has been presiding over a modernisation and a liberalisation of economic attitudes in France, which may well prove to be the most enduring monument to his presidency.

Mr Mitterrand is not an economist, and he is not normally credited with intense interest in economic matters.

He certainly did not set out with the ambition of turning France into a modern, liberal economy. He would probably prefer to be remembered for the impressive array of large public buildings which have been erected during his term of office, or by the spectacular celebrations of the bicentenary of the French Revolution, which climaxed last summer with the Summit of the Arch.

But to his successors, the real monument of his presidency may well seem to be that it marked the inauguration of France as an open economy with a hard currency.

It has taken seven years to reach this point, since the moment in 1983 when the then

Socialist government was reluctantly forced, by balance of payments pressures, to abandon its ill-starred experiment in inflationary socialism, and conform to the compulsions of the international market place.

From that moment on, successive French governments of both left and right have steadily pursued consistent policies of budgetary restraint at home and monetary stability abroad, in the framework of the European Monetary System.

The results of this policy have been as impressive as they have been consistent.

France has not just chalked

up a growth rate which is sustainably rapid, but has repeatedly exceeded the growth rate forecast by its own and outside economists in recent years.

In parallel, inflation has kept creeping down, steadily closing the gap with the key inflation rate of West Germany. The French inflation rate may even slide below the German this year.

Unemployment and the trade deficit, the black spots on the French economy, are even starting to improve.

French unemployment is high compared to similar industrial countries for two reasons. The first is that the

Socialist Government's inflation policy of 1981-82 was a misguided and counterproductive response to the effects of the second oil shock of 1979. When it failed, the impact of France's delayed conversion to the necessary economic rigour was all the more severe.

The second reason is that France's demographic profile has remained higher than that of most other industrialised countries. The result is that France needs to create more

new jobs just to maintain a stable unemployment rate.

The trade deficit in recent years became a source of anxiety in France because it was interpreted as an accusation, not merely that the French economy was less competitive than some of its rivals, but also that the competitive gap was widening.

The 1982 deficit increase was easily attributed to errors in the Government's macro-economic management.

Conversely, improvement in

the next four years seemed the natural reward for the return to the path of economic righteousness.

Therefore, when the trade balances started to improve again after 1987, worrying questions were asked, since there had been no change in the continued soundness and steadiness of economic policy.

A large deficit on trade in industrial goods, offsetting France's traditional surplus on food, drink and luxury goods, was one of the leading concerns. These problems have started to ease since the beginning of this year, however.

The economy's rapid growth,

combined with the Government's active employment schemes, has led to a rate of job creation which has started to overtake the flow of new arrivals onto the job market. The unemployment total has started to slip below 2.5m, with a rate of 9.3 per cent.

The trade deficit, too, has started to improve since the beginning of 1990.

A deficit is still expected this year, but the better trend is consistent with earlier arguments that the industrial deficit was partly the result of heavy capital investment by French industrial firms, which is now paying off in terms of

more competitive output.

Moreover, popular French anxieties over the trade shortfall have been placed in much more reassuring perspective by the economists of the Paris-based Organisation for Economic Co-operation and Development. The OECD annual report on France pointed out that the country's trade deficit was, in fact, relatively trivial in relation to the size of the economy.

Indeed, it was this glowing report that alerted the world to the depth France's economic transformation.

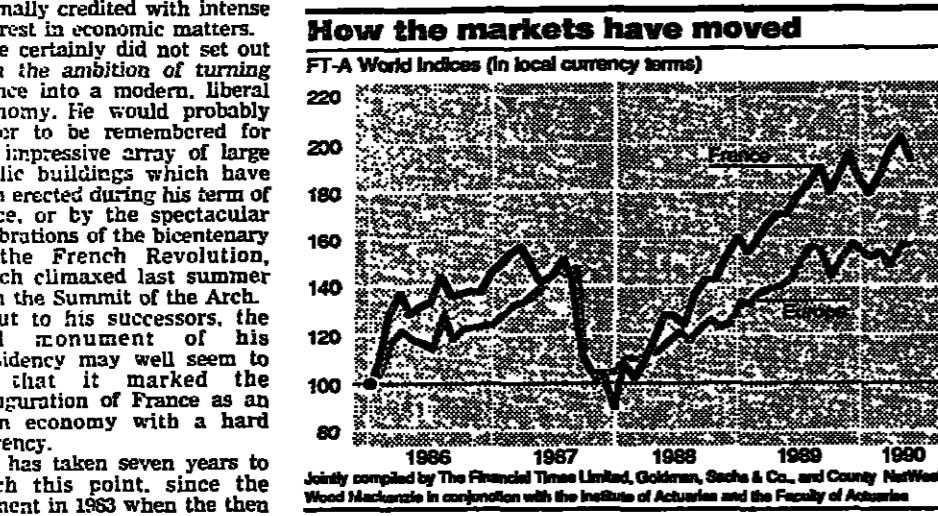
Substantial structural problems remain, of course.

The total tax take in France is high by industrial-country standards, and the Government admits that it needs to come down. But tax rates will ineluctably be forced downwards as a direct result of the Single European Market.

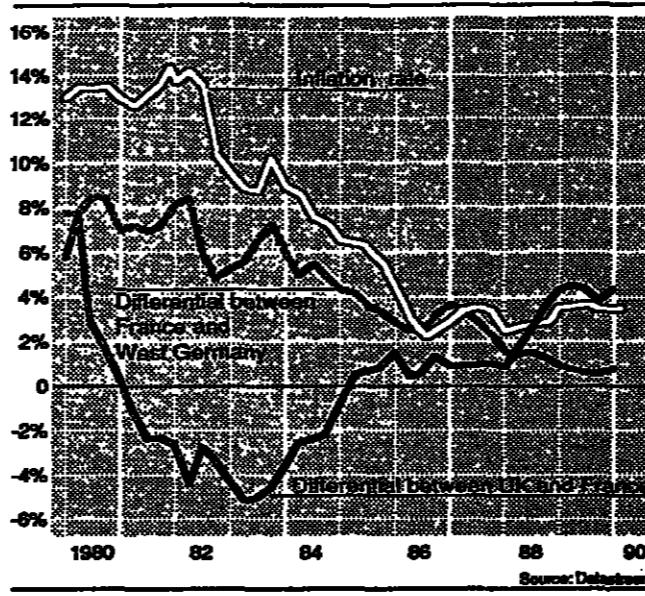
Only continued rapid economic growth will enable the Government to reconcile the twin imperatives of lower budget deficits and lower tax rates. As part of this problem, the Government is facing rising social security costs, both on pensions and on health care.

Needless to say, France still carries marked traces of its history as an agricultural, protectionist, interventionist, cartelised and politicised economy. These are apparent in the still-unresolved ideological battles over nationalisation and privatisation, as well as in the financial scandals which have ensued.

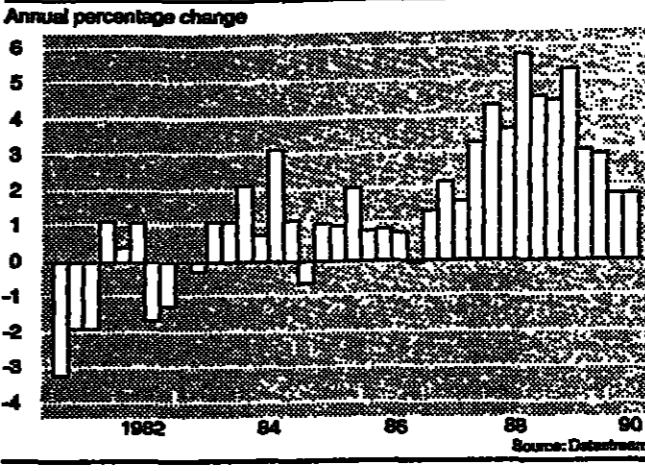
But France's problems are no different from, and may be less serious than, those of its main industrial competitors. That is itself an eloquent testimony to how far the French economy has come.



### Inflation



### Industrial production



George Graham sums up the national attitude to tax reform

## 'An old tax is a good tax'

MR Pierre Bérégovoy, the Finance Minister, and Mr Michel Charasse, his Budget Minister, are likely to have less and less room for manoeuvre as they develop France's tax policy over the next few years.

Their colleagues on the Socialist Party backbenches are becoming more and more clamorous in their desire to use the tax system as a redistributive tool and thus win back some of the party's image as a fighter against inequality.

This image has somewhat been tarnished after years of economic rigour.

The constraints on budget policy are tight.

Firstly, the Government is intent on reducing its budget deficit to FF170bn over the next two years. This is linked both to its broader economic policy, based on a strong franc, and to the rapidly mounting burden of debt service charges.

This year they amounted to FF126bn, or more than 10 per cent of the central government budget.

Secondly, France needs to harmonise several of its taxes because of the Single European Market. French rates for value

added tax, the most important government revenue source, have already been reduced and will have to be cut further.

Savings taxes have also been aligned downwards, in order to avoid the flight of capital to lower-taxed EC countries.

Mr Charasse estimates that France is committed to cut FF126bn off taxes by 1993 in the interests of European harmonisation. Much public sector spending, however, is out of the Government's hands.

Since the decentralisation law of 1982, tax levies for local authorities as proportion of GDP have increased by 1.1 percentage points, while central government taxation has diminished by 1.2 percentage points.

At the same time, finance ministry officials are reluctant to move to Pay As You Earn, suggested last year by Mr Michel Rocard, the Prime Minister – an alternative proposed by the OECD as one way of obtaining a more efficient income tax system. They are convinced that it would lead to a round of inflationary wage demands.

The difficulty of touching the tax structure leads to the paradox of a socialist government preferring high VAT rates to depressive rates in their impact on the population, to more progressive direct taxes.

All the same would tax reformers come back time and again, to income as a potential tax base

sions, is spiralling, but the Government has little control over it because of the way the French system is set up as a partnership between unions and employers.

Although Mr Bérégovoy has announced a comprehensive review of the tax system, the one thing on which all concerned are agreed is that a radical fiscal reform, like that undertaken in the US by President Reagan, is to be avoided.

French politicians learn in their cradles the adage: "an old tax is a good tax."

"It is better to adapt the tax system rather than to consider an illusory 'galax' reform," Mr Charasse said in a recent debate on budget policy.

The piecemeal approach to tax reform, however, has the disadvantage of leaving untouched some politically sensitive areas.

Income tax is one of these areas, was recently singled out, along with local taxation, by the Organisation for Economic Co-operation and Development as a prime candidate for overhaul.

France derives more revenue from income tax than any of its major partners, yet it has one of the most complex systems in the OECD area.

It has a bewildering variety of deductions to favour families with children and 12 rate bands, more than any large economy except Spain.

The tax threshold is so high, and the rates so steeply progressive, that 1 per cent of France's households pay 27 per cent of all total income tax, and one in 10 households pay 64 per cent.

This structure makes it difficult to increase rates, because for the few who pay income tax – 46.5 per cent of households

and, if possible, increasing capital taxation, especially since taxes on many forms of investment have been cut to align with neighbouring EC states.

After the reintroduction of the wealth tax in 1988, expected to yield just FF5.2bn this year – Mr François Hollande, a Socialist MP, this month delivered a parliamentary report calling for a higher threshold for the payment of inheritance taxes, but a much lower threshold for the taxation of capital gains, currently exempt up to FF298,000 a year.

Mr Hollande's recommendations are viewed as moderate.

Although the Finance Ministry sometimes wants having its hand forced, it appears to have prevailed in its determination to avoid a "galax" reform.

All agree that a radical fiscal reform, like that undertaken in the US, is to be avoided

## The changes on the road ahead

FRANCE'S CAR industry, western Europe's largest, has come through a year of tremendous change, fitted than ever to negotiate several tough challenges on the road ahead.

State-owned Renault, both the last red and black roundel and the Government's industrial policy, and Peugeot and Citroën, which together comprise France's biggest private company, are more healthy than they have been for years.

They need to be given the shocks in store from the competitive impact of the Single European Market and the long-expected weakening in European car demand.

Renault has shrugged off the last vestiges of the government-guaranteed "regie" status that has cushioned it from competition since the last war, won an advantageous compromise in a long row with the European Commission over the legality of a FF12bn debt write-off, and struck a wide-ranging alliance with Volvo, the Swedish car maker.

For the first time in its life, Renault has been made to look and behave like a car company competing under ordinary commercial conditions.

Renault's transformation began under the last right-wing government. But its completion by the Socialist administration – greeted with howls of dismay by a much-weakened CGT – Communist-led trade union – is a telling sign of the vein of liberal economic thought running through the Government, as well as the determination of the car maker's management.

Peugeot and Citroën have had an almost equally dramatic 12 months. The group overcame the effects of its worst-ever wage strike and brought to the market two highly successful new executive models, the Peugeot 605 and the Citroën XM. It reported a year of record profits – its fifth straight year of earnings growth.

The turnaround of this formerly near-bankrupt giant, engineered by the forceful Mr Jacques Calvet, Peugeot's chairman, is now history. The prosperous and aggressive Peugeot is now setting its sights in Mr Calvet's next target – to move up to 3 per cent of the French market by 1993.

The other cloud on the horizon is the outlook for the European market, which seems to be heading for the end of a growth period that outlasted the most optimistic forecasts.

French car registrations rose 2.6 per cent from 2.21m in 1989, a record volume that reflected an end-of-year sales rush sparked by the Government's decision to cut VAT on cars from 28 per cent to 25 per cent. It was the second VAT cut since 1987, when French cars were taxed at 33 per cent, among the highest in Europe.

However, that is a feeble growth rate compared to earlier year's registrations and it also came with a worrying rise in the market share of foreign

– mainly West German and Italian – cars, from 36.8 per cent in 1988 to 38.1 per cent last year.

Overall, registrations increased in the first three months of the year, although a 6.5 per cent drop in April has confirmed the worst fears of some. This is a "serious warning shot," Mr Lévy said in a recent interview. "The good years are behind us... The trading results of Renault and perhaps other manufacturers will be less good than in 1989. We have already started to feel it in the first four months," he said.

Sensitive to their increasingly urgent pleas, the French Government has emerged with Italy as the European Community's toughest proponent of temporary EC-wide protection against Japanese imports.

The automobile industry provides one of the few exceptions to the French Government's liberal policies.

Along with electronics and textiles, it is an industry where the administration feels it has a duty to defend national strategic interests at almost any cost.

Perhaps this is also a reflection of the fact that an estimated 10 per cent of the coun-

try's workforce work directly or indirectly in car manufacturing – a heartland of the Socialist electorate.

Peugeot and Renault argue that they are not ready to face the Japanese, even though enormous progress has been made in automotive general productivity and efficiency through painful restructuring in the mid-1980s. They want Japan's EC market share to be held at its present level of 9-10 per cent until Community car makers have achieved at least half that market penetration in Japan: probably in about 10 years time. This European quota should also include the growing number of Japanese cars assembled in the EC, they say.

Most of the European car industry is behind them, but the European Commission and the 12 EC member states are making painfully slow progress in settling their long-standing differences on this sensitive issue, despite heavy lobbying by the usually persuasive Mr Calvet.

The problem gets more urgent for France every day that 1992 draws nearer.

The French industry's concentration on volume car manufacturing makes it possibly Europe's most direct competitor against Japan. And the abolition of internal EC trade barriers in 1992 should theoretically render unworkable France's current bilateral quota, limiting Japanese imports to 3 per cent of the French market. Japanese imports could then arrive in a car-quota-free country like West Germany for delivery to French dealers on the other side of the borderless frontier.

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Peugeot's two marques hold 33 per cent of the French car market which underpinned the recent 16.4 per cent rise in net annual profits from FF18.5bn to FF21.5bn on turnover up by 10.5 per cent from FF135.4bn to FF148.5bn.

Renault, with a 29 per cent share of the domestic market, reported a 5.2 per cent rise in net consolidated profits last year from FF

## MARSEILLES

*Skill And Character.*

It takes two hours to drive to Marseilles from the Côte d'Azur. The rocky coast, covered in pine trees, is beloved by yachtsmen because it is cut by deep, long creeks, or calanques.

Marseilles is the Mediterranean's largest port and one of Europe's important industrial centres. The surrounding region is more pastoral, but full of history and art. The Roman towns at Nîmes and Arles. The Van Gogh landscapes. The Camargue, with its marshes and wild horses.

Big ships and big factories moulded the personality of Marseilles. The city's industrial base is very diversified. Shell, BP, Arco in petrochemicals. Aluminium-Pechiney, Comex, the world leader in ocean drilling and exploration. Many software firms have sprung up in nearby Aix-en-Provence, while 33% of the civil helicopters exported in the world are manufactured by Aérospatiale, the biggest high tech firm in the Marseilles area. The range of businesses extends from a large nuclear industry to the most modern farms.

With 3,600 full-time researchers, Marseilles is one of the leading European cities in industrial R & D. Firms can obtain space at the famous research centre of Luminy, or at the new technopoles of Chateauneuf-Gombert and Arbois, tapping into such advanced research labs as the International Institute of Robotics and Artificial Intelligence.

Marseilles has many things to offer. Good telecommunications. An international airport with direct flights to New York and major European cities. Good schools and universities. Truly beautiful natural scenery close at hand.

And the character and zest of Marseilles and its region.

## FRENCH RIVIERA

*The Bright Way.*

The movies have yet to communicate this reality, but the French Riviera is becoming a world centre for telecommunications and technological research. Over 70 multinationals are there, including Dow Chemical, IBM, Rockwell, Texas Instruments, DEC, and Nestlé.

Sophia-Antipolis, the famous Science Park near Antibes, already represents 700 companies and 11,000 jobs. The Park is about to double, covering a total area half the size of Paris. Over 25,000 experts from many nations will be conducting research, mainly in telecommunications, data processing, electronics, and pharmaceuticals. Sophia Antipolis III and IV will be built by the end of the century.

The Riviera also has 30 other business sites and ample plant and office space, all at competitive rates. A scenic highway links all coastal areas, and the Nice-Côte d'Azur International Airport — already France's second largest — has direct flights to the US and Canada as well as major European cities.

The Côte d'Azur's economy is

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DOMINIQUE ARRIGHI

France is the heart of the new Europe that will be born on January 1, 1993. It is the place to be for a foreign firm that wants to operate in that unified market.

But France is also a country of 55 million freedom-minded individualists, and twenty-two regions that mirror the dynamism of the French people. No two regions are alike. All are historically interesting and culturally rich.

## FRANCE

*Regional Vigour.*

An association exists to help international companies sort out the pros and cons of France's regions. Its acronym is FRIEND (French International Enterprise Development Association.) FRIEND

works for the benefit of foreign investors, in conjunction with the Ministry of Industry and Regional Planning. It also coordinates its activities with an umbrella organization at the national level called DATAR which in specific cases can offer tax and other incentives to foreign companies investing in France.

Here are brief sketches of four of France's regions and the opportunities they offer.

## NORD PAS-DE-CALAIS

*The Tunnel Gateway.*

The Nord Pas-de-Calais is strategically placed to provide a platform for businesses determined to exploit the opportunities of the single European market after 1992.

Situated at the heart of western Europe, with close links with the dynamic economies of RhineLand Germany, Benelux and the Southeast of England, the region is ideally situated to provide access to the European Community's 320 m consumers.

The region's communications infrastructure is unequalled. The Nord-Pas-de-Calais already has six motorways running north-south from Amsterdam to Paris and east-west from the channel port of Calais through to Reims.

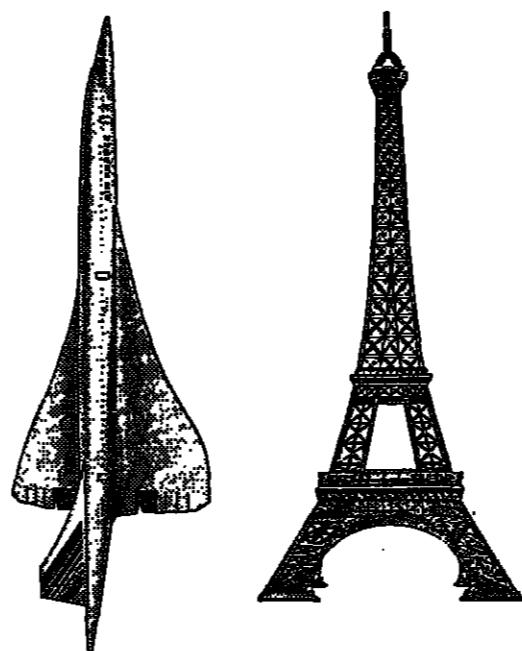
By May 1993, when the channel tunnel is completed, the region will represent the golden-hub of the European TGV high-speed train network. The Nord Pas-de-Calais will benefit from the additional traffic generated by the tunnel. The operators expect between 30 m to 40 m passengers and 15 m tonnes of freight to pass through the tunnel in its first year. And the ferries, hovercraft and aircraft which carried 67 m passengers in 1988 will, of course, continue to operate. Lille, the region's capital, will soon be offering direct train services capable of 190 miles per hour to destinations such as Brussels, Amsterdam, Paris, Cologne and London.

In addition, the region will provide direct 30 minute services to Charles de Gaulle airport, Europe's second largest and fastest growing international airport.

A highly-educated, efficient and well-motivated workforce is at your disposal in the Nord Pas-de-Calais. The region boasts five universities — which have a bias towards science and technology subjects — as well as 19 schools of engineering and colleges of technology.

At the heart of this exceptional region is the European Business Centre at Lille. The city is planning to provide offices, shops, homes and a World Trade Centre on a 110 hectare site located right next to the TGV station. The first phase, consisting of 55,000 square metres, will be ready in 1993.

## HIGH-TECH-HIGH-LIFE



Concorde      Tour Eiffel

## FRANCE

*EUROPE AND MORE*

If you plan to set up a company within the major European market, plan for Europe's best location.

In France, your company can be at the center of the new Single European Market. From France, it can reach the fast-growing markets of Eastern Europe, Africa, and the Middle East. France is the key

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to success for companies preparing for the Nineties.

A stable, strong and homogeneous market, France is renowned for both its advanced technology and its "art de vivre".

In addition, France now offers new incentives to welcome North-American corporations: We make business really simple.

## GRENOBLE ISÈRE

*Success Is No Chance.*

Located at the foot of the Alps, the area has motorways leading north and south from Paris and Geneva to Marseilles and Barcelona, as well as east and west from Lyon to Milan. The three national airports — Grenoble, Lyon and Geneva — provide frequent international flights. The famous "TGV" links regularly Grenoble to Paris in three hours.

One of the significant advantages

of the Grenoble-Isère region is the quality of its exceptionally well-educated and highly-skilled workforce. The area has three universities, and eight engineering schools with a total of 36,000 students.

With such a pool of talent, it's hardly surprising that so many research institutes have decided to locate here. Among the most notable of these, which employ about 8,000 people, are the Grenoble Nuclear Research Centre, the Data Processing Technology and Electronics Laboratory and the Max Von Laue-Paul Langevin Institute.

Last, but not least, the European Synchrotron Radiation Facility is setting up researchers and plans to host 2000 scientists a year. Grenoble is the largest R&D concentration in

France, after Paris.

International companies have also been drawn by Grenoble Isère attractiveness and quality of life. Cap Gemini Sogeti, SGS Thomson, Hewlett-Packard, the Open Software Foundation, to name a few, have located their operations in Grenoble.

The world-leading US workstation computer manufacturer, Sun Microsystems, has just decided to install near the city its International Centre for Network Computing.

NORD PAS-DE-CALAIS  
DEVELOPMENT  
16, RESIDENCE BRETEUIL  
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JEAN-MARIE BUTIKOFER

## FRANCE 6

THE LONG journey from Paris south west to La Rochelle and Rochefort takes you through the huge wheat fields of the famous Paris Basin, where rich soils and intensive farming, backed by generous subsidies from Brussels, have helped turn France into the European Community's premier cereal producer.

South of Rochefort the scene is dramatically different. There are wheat fields, but they are small and yield less well. Check by jowl with the traditional low-lying pastureland, they look incongruous as they push up even against the sea-shore itself.

Changes in the way the Paris Basin is farmed are unlikely in the next few years, but if schemes about to be introduced elsewhere succeed, the conquest by arable crops of the low-lying *marais* of France's south west coastal region will be halted.

France is belatedly waking up to the need to protect fragile environments from the plough, fertilisers and pesticides. In what Mr Henri Nallet, Minister of Agriculture, describes as "a new frontier for farmers," the Government has recently announced an action plan to make French farming more environmentally sensitive.

The centrepiece of the plan involves the designation of more than a dozen special environmental protection zones along the lines of the environmentally sensitive areas introduced by Britain three years ago — and falling under the same EC legislation.

The canton of Rochefort Nord, embracing about 6,000 hectares of the polder-like *marais*, is one of these. The others are mainly in the Massif Central and in the south.

However, Mr Nallet insists that the new "green" plan will cover many factors. In a recent interview he projected a general, if voluntary, campaign to reduce the use of nitrate fertilisers by as much as 30 per cent in the next three to four years. He also hopes to encourage a reduction in pollution from livestock effluent, primarily in the interest of purer drinking water, as required under EC directives.

Projects to maintain the quality of food through more judicious use of pesticides and other chemicals will be included. The Government also intends to encourage organic farming and the more extensive farming of livestock in areas threatened with "desertification," the word used to describe the combination of human depopulation and destruction of landscape by encroaching bush or forest fires which is beginning to be a feature of many of the country's least favoured areas.

Mr Nallet, who announced the green plan on April 24, acknowledged that France was behind several northern EC states in seeking to introduce more environmentally friendly farming.

Although he maintained that his ministry has been studying the possibility of introducing environmental protection measures for at least a year — and had in fact designated four of the special protection zones towards the end of last year — he acknowledged that a sudden surge of public interest in environmental issues this spring had "precipitated" his announcement.

For a long time, "perhaps because of national characteristics or our culture," France had been less sensitive to environmental questions than Britain, he said. "We felt we were relatively less seriously affected by pollution."

Several factors had combined to change this, including growing public awareness of the severity of the drought.

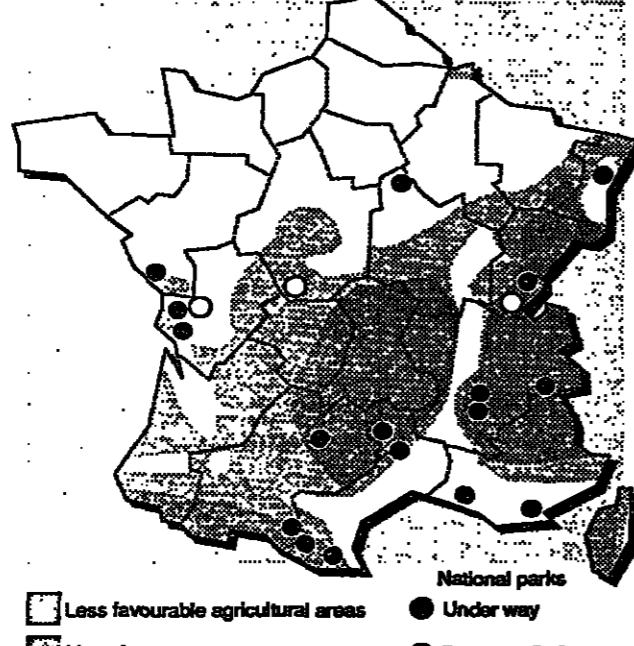


In Paris, a French farmer stands under the Louvre Pyramid with his cow to protest on milk quotes imposed by EC regulations.

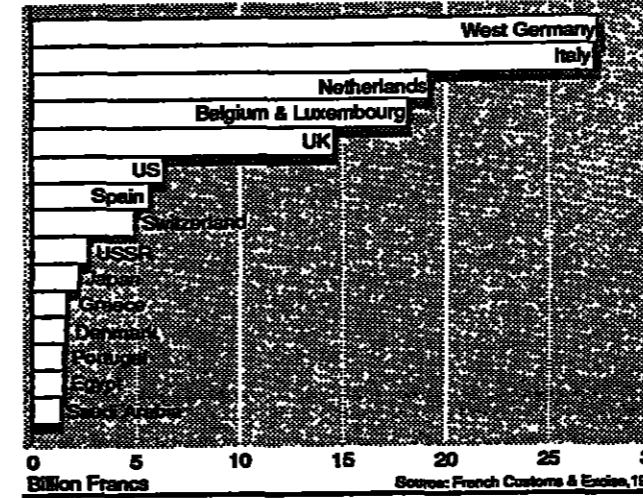
#### Agriculture: Bridget Bloom on the Government's action plan

## A curb on intensive farming

### Agriculture and national parks



### Agriculture: principal importers



eddy to indicate that France intends to apply EC regulations which permit — or in some cases actually insist — on measures enforcing greater environmental control on farming, usually in return for compensation for farmers.

Clearly, however, an additional factor was the public row in March precipitated by Mr Nallet's Cabinet colleague, Mr Brice Lalond, the Minister of the Environment, who accused French farmers of being big polluters and called for action to improve their record.

Critics accuse Mr Nallet of being long on rhetoric and short on action. So far, they say, all he has done is belat-

ely to indicate that France

is now in the laboratory,

says Mr Jean-Marie Michel, president of the Chamber of Agriculture in the Department of Charente Maritime and thus intimately involved in the creation of the special protection zones in the *marais*.

These two projects — the one north of Rochefort, and another covering 18,000 hectares centring on the 17th century fort of Bruges — illustrate the present precarious balance between traditional and improved pastures and arable

land. Farmers will be offered five-year contracts involving compensation of up to FF11,000 a hectare to maintain traditional pastures provided certain rules concerning the use of fertilisers and pesticides are obeyed. Apparently, there will be no aid to recover wheat fields to pasture, as is given in some British schemes.

Farmers in the area say that the money on offer, which is about half the average rate offered in the UK, will probably attract only the most marginal farmers.

Critics of the scheme point out that, because it is voluntary, it may be difficult to apply — over 20 different organisations, representing arable and livestock farmers as well as fishermen from the coast and oyster farmers and even hunters were among those so far consulted about the scheme. Their co-operation will be essential, once the pro-

ject receives the approval of the Commission in Brussels, to make it work.

It is too early to tell whether the Rochefort projects, or those elsewhere, will take off, let alone whether possibly as many as 50 new ones, which officials now mention in longer-term plans, will follow.

French farmers, reared on the need to maximise production, speak disparagingly of becoming "park keepers."

On the other hand, France badly needs policies to help ameliorate the toll of intensive farming on the countryside as well as arrest "desertification" which is beginning to affect so much of the central Massif Central and the remoter southern areas.

In an interview nearly two years ago, Mr Nallet said France had two distinct farming sectors: that which was or should be competitive with the best of the rest of the EC, centred in the north of the country, and (with the exception of the wine growing areas) that in the south and west.

You could draw a line from Nantes in the west through Metz and Strasbourg in the east and everything south of that could become a great national park," he said, only half joking.

Mr Nallet's preoccupation in the past two years has been to make France's competitive agricultural sector more so and to alleviate the problems of the rest. His task has been complicated on the one hand by a downturn in the fortunes of farming as a whole because of the reforms of the Common Agricultural Policy and on the other because of the age structure of France's farming population.

Although some 7 per cent of the active working population is still on the land (compared to under 2 per cent in Britain) more than half of those estimated 1.5m people are over 50 and have no actual or willing successors — a phenomenon which underlies much of the desolation.

Mr Nallet's domestic reforms are aimed at easing restrictions on farm size, simplifying tax and pension systems by aligning them to those prevalent in the rest of the economy, and at improving the ability of co-operatives to raise investment finance.

The reforms are stymied, however, over what is probably the most important measure — the proposal to abolish the complex system of land taxes which bears heavily on many of the poorer and smaller communities. The problem is primarily political, since local governments depend on the tax for much of their revenue, and the Finance Ministry is not apparently keen to examine alternatives.

Mr Nallet himself has come under increasing fire from farmers' organisations over the past few months for his alleged failure to act effectively on their behalf as they feel the effects of the reforms of EC agriculture introduced in the mid-1980s. Although official figures show that farming income overall rose by just over 8 per cent last year, incomes had remained static or had actually declined in some areas over seven years. Last year's rises were occasioned partly by increases in production but more through an increase in prices, notably for oil seeds, wine, calves and pigs.

Recently farmer discontent has been fed by the continuing effects of the drought, together with declining prices for beef and lamb and, above all, with the effect of the farm gate price settlement agreed by the EC farm ministers last April. French farmers say this left them at a competitive disadvantage to their British counterparts.



Mr Michel Rocard, the Prime Minister: "Whatever the weather over the coming weeks, water resources this summer will fall short in certain regions... the overall position is now considered more serious than at the same time in 1989."

## Drought hits maize crop

THE DROUGHT which has affected much of France over the last 18 months may already be having a semi-permanent effect on cultivation.

According to the French farmers' union, the FNSEA, farmers have sown 14 per cent less maize this year compared to last and have stepped up their plantings of sunflower and sorghum.

The principal reason appears to be that these crops need approximately a quarter of the water needed by maize.

The areas most at risk, according to a special inter-ministerial group set up to monitor the drought, are towards the north of the country with a pocket in the central region.

Mr Michel Mousel, in charge of water at the Environment Ministry, warned last month that it might soon be necessary also "to sound the alarm bells" in the centre of the country.

France had a marked shortfall in rainfall last winter on top of shortages in 1988-89 and, according to Mr Michel Rocard, the Prime Minister: "Whatever the weather over the coming weeks, water resources this summer will fall short in certain regions."

The drought group estimates that in the period from November to April, when water reserves are normally replenished, only the west, north-east and parts of the north had their normal rainfall.

"The overall position is now considered more serious than at the same time in 1989."

Although lower prices for maize have had an impact on the farmers' decision, the main reason for the shift in crops appears to be drought.

Irrigated maize, about a fifth of the total, needs between 200-400mm of water a hectare compared to sunflower and sorghum which needs 50-100mm.

Bridget Bloom

FRANCE is bolstering its claim to make its rail networks into an important European transport hub with an ambitious investment programme for its celebrated Train à Grande Vitesse (TGV).

A multitude of new lines is now being planned to place Paris at the centre of the European high-speed rail network of the future.

Whether this will really reinforce Paris's claim to be a major European capital or simply force it to compete more directly with other capitals, remains to be seen. Either way, a top priority of the SNCF, the French rail board, and the Government, is to make the TGV the heart of Europe's modern rail networks.

Today, the TGV is riding high in French public opinion, shown only last month by the public acclaim which greeted the achievement of a new world rail record of 515.3 kph by an only slightly modified TGV set, well over half as fast as an aircraft.

The success of the nine-year-old Paris-Lyons line, which cut the journey time between the capital and France's second city to just under two hours, has prompted the SNCF, the French rail board, to open second TGV link, due to start full services this autumn.

Further ahead, the French Government is considering a FF18.8bn outline plan, drawn up jointly by the Transport Ministry and Mr Jacques Fourier, the SNCF's president, to build another 3,500km of TGV lines and rolling stock.

The plan is a reflection of future needs, from which the Government will pick possibly two immediate priorities, rather than a firm construction programme.

But even so, very few rail

way authorities in the world

are even beginning to think on this scale, a telling illustration of the importance the TGV occupies in French transport policy.

It certainly elicits wistful comments from officials and customers of the Environment, who accused French farmers of being big polluters and called for action to improve their record.

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These range from article 19

of regulation 797 of 1985 which

allows the establishment of environmental protection zones to the much tougher rules in prospect on water pollution by nitrate.

Certainly, French officials in charge of the new environmental programme admit that France lags behind Britain, which

established 19 environmental

problems found by British Rail in choosing a route through Kent for its Channel Tunnel express link.

On average, the Paris-Lyons line now sells between 20m and 30m seats a year, far more than the 3m to 4m needed to break even, as well as helpful to economic

activity, except for domestic air travel, against which it competes.

The Paris-Lyons line has shown that the TGV is both more profitable than expected as well as helpful to economic

activity, except for domestic air travel, against which it competes.

Some industries in and around Lyons originally saw the TGV as a mixed blessing —

welcome as a prestige project but unwelcome as making it easier for Paris-based companies to compete against their rivals in the region. Yet in the event, passenger records indicate that the line has helped companies in and around Lyons win business in the capital.

The number of journeys by Parisian businessmen to Lyons has risen — by 52 per cent — since the line opened. But business traffic the other way, from Lyons to Paris, has gone up far more, by 2.4 times, according to Prof Bonnafous.

He reckons something like half of the increase comes from former air and road travellers. But the rest is genuinely new traffic, suggesting that the TGV might have helped shift some economic power from Paris to Rhône-Alpes.

If that analysis is right, the new lines now being planned could further erode the central national position of Paris to the benefit of French regions, as well as enhancing the capital's importance as a European transport hub.

Not only is France waging the battle for a strong position in Europe's modern rail networks, but it is also promoting the TGV trains themselves.

The SNCF and GEC-Alsthom, the Franco-British engineering group, are pushing their locomotives as the technological model for Europe and other export markets.

A modified GEC-Alsthom TGV has been chosen by British Rail and the SNCF, the Belgian rail board, to link their capitals with the Channel Tunnel.



TGV at speed: linking Paris to Western France, the "TGV Atlantique" will reduce the journey time to Le Mans to around one hour, travelling at 300 kph, making it the fastest commercial railway in the world.

John in TGA

William Dawkins assesses the fall in military spending in the aerospace industry

## The civil sector takes centre stage

LINKS with counterparts in Europe, France's aerospace industry is still searching for the right balance between the growing civil aviation market and shrinking demand from the defence industry.

The situation has mainly been a peaceful one, although analysts are divided on how much longer it has to go.

The decline in military demand, the traditional source of sales and the motor for research and development, has made urgent the industry's search for international partners, and forcing it to quickly restructure to focus on the buoyant civil market.

As an illustration of the market's complete change, civil sales reached 47.5 per cent of the French aerospace industry's turnover last year. This compares with a mere 30 per cent at the start of the 1980s.

The civil sector provided the thrust behind the industry's success in sales to FFr3.4bn last year, 12 per cent more than in 1988, as well as being the main feature in a 22 per cent rise in orders booked.

The main lift has come from the commercial success of the Airbus family of passenger jets, assembled by state-owned Aerospatiale, the world's tenth largest aerospace group and a leading partner in the four-nation Airbus consortium with a 37.9 per cent stake.

It also owes something to the marketing successes of the ATR commuter aircraft, built jointly with Aereitalia, the Italian aerospace group.

All this allowed France's aerospace companies to record a combined FFr3.6bn trade surplus last year, one of the few French industrial sectors to do so.

However, there are one or two, probably short term, clouds on the civil horizon, mainly surrounding Airbus.

Aerospatiale estimates that the 17-week strike at the British Aerospace wing-making factory will cost Airbus at least \$30m this year. The impact of the dispute over safety with the Indian Government following the crash of an A-320 at Bangalore in February has also not been evaluated.

Meanwhile, the Franco-Italian ATR programme will have to pay dearly for the recall of 130 ATR-42 commuter aircraft,



CFM56-3 engines assembled at General Electric's Ohio plant

following fears of premature cracking in the junctions between the wings and nose.

Aerospatiale and Aereitalia are likely to have to devote two years and \$50m to modifying the aircraft, so pushing the programme's break-even point further into the future.

But these are irritations rather than catastrophes.

The influence of civil markets is clearly illustrated by the fortunes of the main players.

Aerospatiale doubled its order books last year when civil sales reached 55 per cent of the total: only the second time in the company's history that they have exceeded military activities.

Dassault thus continues to be heavily reliant on military sales, which accounted for 78 per cent of turnover last year.

But so far, it has dramatically cut its losses in recent years, and pushed its Faure family of business jets so far that they should, according to Dassault's plans, account for 85 per cent of turnover by the mid 1990s.

Dassault is pinning its hopes for a military future on the development of the Rafale, which made its first test flight

with the new ultra-light Sncma M88 engine in February and is due to enter service in 1993.

Rafale has come under criticism from those who see no need for a second military super-jet on top of the one being developed by four-nation European Fighter Aircraft consortium.

It has not yet attracted international partners and is one of several French military equipment projects criticised by experts, including Mr François Heisbourg, director of the International Institute of Strategic Studies. They say it is unnecessarily expensive and ill-suited to Europe's changing political situation.

Nevertheless, few observers believe the French Government is likely to drop its commitment to this high prestige project, nor that it will attempt to force Dassault into a merger with a stronger partner like Aerospatiale.

Overall, the picture is of a flexible and adaptable industry, well up to the mark in the international alliances sweeping across the aerospace world.

About 40 per cent of all French aerospace work is undertaken in collaboration with international partners, according to Gifas, the industry organisation.

Most notable among foreign aerospace alliances in the last year has been the long term co-operation agreement between Lockheed of the US and Aerospatiale. This has yet to produce practical results, but it underlines both companies' recognition of the general importance of expanding international alliances.

Further afield, there is the joint Aerospatiale-British Aerospace feasibility study, announced last month, into a new generation of supersonic passenger aircraft to succeed Concord early next century.

The US and West Germany have both said that they will co-operate with the study, demonstrating their recognition of the fact that for all the present strength of the civil market, the market can only support one supersonic passenger aircraft.

However, the most specific alliances have been in defence, where the pressures to pool activities have been greater.

This includes the merger of Aerospatiale's helicopter activities with those of West Germany's Messerschmitt-Bölkow-Blohm, an illustration of the partners' realisation that Europe does not need four helicopter producers in the face of the long-term squeeze on defence budgets.

The new company, known as Eurocopter, is due to be started operating in France by the end of the year, with a FFr10bn annual turnover, making it the world's second largest helicopter maker after Sikorsky of the US.

The partners have been talking since 1987, but the French Government wanted to see the West Germans join in with a separate European programme to build a military transport and tactical helicopter, code named the NH90, before signing the Eurocopter deal in April.

Also in the military sector, there is the merger of the missile systems businesses of the state-controlled Thomson-CSF electronics group and British Aerospace.

This will create what will be Europe's largest cross-border defence equipment company by the time the venture, named Eurodynamics, is operating at the end of this year.

At the same time, the French Government has been encouraging a certain amount of concentration and rationalisation between domestic companies.

Only two years ago, Aerospatiale and Thomson-CSF pooled their flight electronics businesses to form the largest European group in that speciality.

This was followed last year by the Government's consent for a joint satellite-making venture between Alcatel, the privately owned electronics group, and Aerospatiale.

The common drift in this whirlwind of activity in France's aerospace industry is that the movement towards a greater concentration on civil markets, which are themselves getting fiercely competitive, appears to have a way to go.

Meanwhile, the process of concentration among the players on the military side of the aerospace industry is still in full swing.

## DECENTRALISATION

### A bloodless revolution

FRANCE is in the midst of a politics and to protect the rights of local politicians.

Not that a precarious existence has been much of a deterrent to office holders.

Since the French were banned from holding more than two elected posts at once in 1985, several have given up their seats in the National Assembly in order to keep local ones. They have often opted for places on the *Conseil Général*, the ruling body of the department, which is third out of four in the administrative pecking order, after central government and the region and before the commune.

The former President Valéry Giscard d'Estaing is the most celebrated departure from the National Assembly because of his two-only rule. He resigned his seat in favour of the Auvergne Regional Council and the European Parliament.

Politicians' choice no doubt reflects the shift of power. The large French cities, such as Paris, Lyons and Marseilles, have the power that wealth brings. But the big winners are the departments. The president of the General Council, instead of the state representative or prefect, is now the chief executive, and departments have been given more new responsibilities than either regions or the communes.

The spread of grassroots democracy may be a target of decentralisation, but local authorities with a right-wing majority complain they have their hands tied by the unrealistic laws imposed on them.

For a while, they reached their own compromises with left-wing oppositions and the Prefect, but now they say the letter of the law is coming to the forefront.

Other criticisms of decentralisation include increasing corruption at local level and waste of resources.

An assessment of what has happened to decentralisation is clearly necessary, and should not be far away.

The Government plans to set up an Institute of Local Authorities at the end of this year, or in early 1991, whose first task will be to carry out a stocktaking of the decade.

Barbara Casasus

*\*La Décentralisation à l'Epreuve des Pôles* by André Terrazzoni (Librairie Générale de Droit et de Jurisprudence)

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IN HIS re-election manifesto in 1988, President François Mitterrand laid down a doctrine on the future of France's nationalised companies.

Privatisation must end, he said, but there would be no renationalisation of the 12 groups sold off under the right-wing government of Mr Jacques Chirac in 1986-88.

The doctrine of neither privatisation nor nationalisation, which came to be known as the "ni... ni..." had an apparent simplicity and clarity. Within weeks, however, it became clear that the reality was going to be neither clear nor simple.

The division over the "ni... ni..." was not always along party lines, but it came to dominate the debate on industrial policy.

For one side, the obvious need of many state-owned companies for fresh capital made it inevitable that sooner or later the Government would have to relent and start at least partial privatisations. For the other, state companies could exercise their ingenuity to find new funding techniques, but the letter of the President's doctrine must not be infringed.

The financing problem was a real one, both for banks and for industrial groups. In their efforts to meet new international capital adequacy ratios, Banque Nationale de Paris or Crédit Lyonnais were at a disadvantage to their privatised competitor, Société Générale, which could raise new equity with relative ease.

In the industrial sector, state groups like Pechiney and Rhône-Poulenc had embarked on ambitious acquisition and capital investment programmes, especially in the US, with the encouragement, but not the cash, of their state shareholder.

Funding was found, but the expeditors used have their drawbacks.

"The French public sector seems to be adopting, almost systematically, what some call the 'former state' capitalism: without capital, companies of holding companies of holding companies, capital without voting rights, independent co-opted managers, closed financing clubs," complained Mr Roger Chinard, an Opposition senator, in a report on nationalised industry.

Nevertheless, the concentration on the "ni... ni..." debate has concealed the fact that a working arrangement over the status and role of the state sector has been achieved.

At the end of 1988, when Mr Pierre Bérégovoy, the Finance Minister, gave his blessing to a

stock market raid led by Mr Georges Pébereau on the recently-privatised Société Générale, private sector businessmen were deeply anxious about the Government's intentions and about the likelihood that it would use state-owned financial institutions to intervene in the market.

In the event, the Société Générale affair was to prove decisive in creating the new *modus operandi*. The refusal of Mr Jean Peyreladeau and Mr Michel Albert, heads of the two main state-owned companies to back the raid stoked their claims to autonomy from the Finance Ministry.

The private sector's acceptance of the current equilibrium owes much to Mr Peyreladeau. In particular, one of the architects of the 1981 nationalisations, he has now become for many the symbolic guarantor that the nationalised institutions will play by the market's rules.

"If he were just Jean Peyreladeau or just the chairman of UAP, he would not have the same influence. It is the combination of the man and the position that is important," says one senior private sector banker.

At the same time, the heads of many state-owned companies, who three years ago dreamt of being next on the privatisation list, have decided that it is rather comforting to have the state as shareholder to protect them against the threat of takeover.

Even the funding problem has to be seen in perspective. Mr Bérégovoy points out that in the last 24 months, FF15.8bn of fresh capital has been supplied by the public sector alone. Of this, FF13.4bn came from state capital injections and FF2.4bn from the write-off of debts. On the other hand, FF34.3bn came from the financial markets and FF36.7bn from reinvested profits.

"This makes the debate on the state's role in industry look a bit outdated. Our policy was described as financial acrobatics, but it succeeded, and it was not perlous at all," Mr Bérégovoy concluded.

The debate over the "ni... ni..." doctrine has, in fact, served as a smokescreen to an active, and even aggres-

sive industrial policy carried out by France's nationalised companies.

Even more than the private sector, French state-owned banks and industries have strenuously developed their European strategies. For example, steel maker Usinor-Sacilor with the acquisition of Saar-

stahl in West Germany and a series of deals strengthening its core products and shedding others where it was less competitive.

Crédit Lyonnais building a European banking network with acquisitions in Belgium, the Netherlands and Italy; or UAP, with substantial stakes in Belgium's Royale

Belge insurance or the UK's Sun Life.

Nationalised companies have also taken advantage, like private sector companies such as BSN or St Gobain, of a window of opportunity which has left French companies, both because of their strategic impulses and because of objec-

tive financing advantages, among those best-placed to make substantial acquisitions in North America.

The most active has been Rhône-Poulenc, whose spending spree recently culminated with the purchase of the Rorer pharmaceuticals group for \$1.7bn. Others have not been

left behind, however. Included are Elf Aquitaine, the oil major, with its \$1.05bn takeover of the Pennwalt chemicals company; Pechiney with the \$1bn acquisition of American National Can; or, on a much smaller scale, BNP's \$40m purchase of Central Bank in California.

While foreign takeovers passed without challenge from the negotiators of President Mitterrand's "ni... ni..." pledge, the doctrine has been sufficiently relaxed to allow some substantial acquisitions by state companies within France. The most striking example came earlier this year when Air France paid FF13.8m for UTA, its only significant French rival on international routes, acquiring in the process control of Air Inter, the dominant French domestic airline.

The deal is still under close scrutiny from Sir Leon Brittan, the EC competition commissioner, but in France there was hardly a cry of "rampant nationalism". The last 12 months have even seen the re-emergence of a state effort at sectoral strategy, with the reshuffle of the various nationalised chemicals companies. This ended in the break-up of Orkam — once the consistent loss-making offshoot of the state coal mining group, Charbonnages de France, re-closed and returned to profit in the last two years — and the division of its businesses between the rival state oil groups, Elf and Total, both of which have been actively developing their chemical divisions.

Nevertheless, the structures of the state sector have apparently to be excessively rigid in recent years, partly because of total concentration on the privatisation process in 1986-88, and partly also because of the desire to respect the autonomy of each company's management — at a time when the private sector has undergone radical restructuring and concentration in the face of the opening-up of the European single market.

Two important questions remain unanswered, however. Can the current harmonious working arrangement with the private sector last? And what does the Government really have in mind for the state sector?

The working arrangement rests to a large extent on a handful of influential managers in the state and private sectors. Mr Peyreladeau, for example, some businessmen believe that there is so clearly no alternative to the market economy that the Government has no choice but to respect the autonomy of its appointees. Others are more circumspect.

"For the moment, the task is for autonomy, and the chairmen of nationalised companies know that the best way to have their contracts renewed is to make profits. One cannot rule out, however, the possibility of a future government or a future generation of state company chairmen have a different idea of their role," comments one leading private sector businessman.

The Government's policy for the nationalised sector poses the more fundamental problem of what justification there is for maintaining state ownership. With a few rare exceptions, such as high definition television, there is little evidence of the Government's will to use the state sector as an instrument for policy aims, or even that its attitude as shareholder allows nationalised companies to escape from "short termism" and excessive concentration on quarterly earnings.

Most chairmen of nationalised companies say that their criteria for return on investment are identical to those of their private sector counterparts.

"What is the purpose of state ownership if the state sector's time horizons for return on investment are no longer than the private sector's?" asks a former senior adviser to the Socialist Government, rejecting the argument that protection against foreign takeover represents an adequate justification for nationalisation.

It is in this context that the need of the state sector for capital may force the "ni... ni..." debate to the forefront again. If the Government has no industrial policy in mind for the companies it controls, why deny them access to the stock market when they need to raise funds?

When the state sector's need for equity becomes too pressing to ignore, will the Government decide that it has a different role to play, or will it conclude that it behaves so like any other shareholder that partial or even total privatisation would make no difference?

George Graham analyses the effects of the Government's privatisation/nationalisation policy

## Companies learn to live within bounds

| LEADING FRENCH COMPANIES |                 |                           |                |                      |                |   |
|--------------------------|-----------------|---------------------------|----------------|----------------------|----------------|---|
| Company                  | Main sector     | Chief executive           | 1989 sales FFm | 1989 net profits FFm | Ownership      | Stock market capitalisation end April FFm |
| Peugeot SA               | Cars            | Jacques Calvet            | 153            | 10.3                 | Private        | 43  |
| Française des Postes     | Cars            | Raymond Lévy              | 174            | 9.3                  | State          | —   |
| Elf Aquitaine            | Oil             | Léon Le Flach Prigent     | 150            | 7.2                  | State          | 72  |
| Usinor-Sacilor           | Steel           | Francis Mer               | 94             | 6.8                  | State          | —   |
| CGE                      | Electricals     | Pierre Suard              | 144            | 4.9                  | Private        | 62  |
| Navigation Mixte         | Holding         | Marc Fourquier            | 8              | 4.7                  | Private        | 27  |
| France Telecom           | Telephones      | Marcel Rouet              | 94             | 4.5                  | Administration | —   |
| Saint Gobain             | Glass           | Jean-Louis Bette          | 88             | 4.3                  | Private        | 37  |
| UAP                      | Insurance       | Jean Peyreladeau          | 94             | 3.4                  | State          | —   |
| Pechiney                 | Aluminium       | Jean Gandois              | 88             | 3.3                  | State          | —   |
| Rhône-Poulenc            | Chemicals       | Jean-René Fourtou         | 78             | 9                    | State          | —   |
| LVMH                     | Drinks          | Bernard Arnault           | 20             | 2.9                  | Private        | 58  |
| BNP                      | Foods           | Antoine Riboud            | 49             | 2.7                  | Private        | 44  |
| AGF                      | Insurance       | Michel Albert             | 38             | 2.5                  | State          | —   |
| IBM-France               | Computers       | Pierre Barzaz             | 41             | 2.6                  | Foreign        | —   |
| Thomson-CSF              | Electronics     | Alain Gomez               | 34             | 2.6                  | State          | 16  |
| GAN                      | Insurance       | François Mitterron        | 57             | 2.5                  | State          | —   |
| Michelin                 | Tyres           | François Michelin         | 55             | 2.4                  | Private        | 14  |
| Axa-Midi                 | Insurance       | Claude Sébille            | 45             | 2.3                  | Mutual         | —   |
| Laferrière-Coppée        | Cement          | Bertrand Collomb          | 30             | 2.2                  | Private        | 22  |
| Total                    | Oil             | Serge Tchuruk             | 108            | 2.2                  | State          | 18  |
| CEA Industrie            | Nuclear         | Philippe Rivoilis         | 34             | 2.2                  | State          | —   |
| Air Liquide              | Gases           | Edouard de Royère         | 28             | 1.8                  | Private        | 33  |
| Victoire                 | Insurance       | Jean Arvis                | 51             | 1.8                  | Private        | 48  |
| Générale des Eaux        | Water           | Guy Dejouany              | 98             | 1.8                  | Private        | —   |
| L'Oréal                  | Cosmetics       | Lindsay Owen-Jones        | 27             | 1.8                  | Private        | 31  |
| Pernod-Ricard            | Drinks          | Patrick Ricard            | 17             | 1.5                  | Private        | 15  |
| La Poste                 | Mail            | Yves Couquer              | 86             | 1.5                  | Administration | —   |
| SLN                      | Nickel          | Yves Rambaud              | 4              | 1.3                  | State          | —   |
| Carrefour                | Retail          | Michel Bon                | 74             | 1.2                  | Private        | 22  |
| BP France                | Oil             | Raymond Bloch             | 23             | 1.2                  | Foreign        | 7   |
| Béghin-Say               | Sugar           | Jean-Marc Verres          | 37             | 1.1                  | Foreign        | 10  |
| Havas                    | Media           | Pierre Dauzier            | 19             | 1.0                  | Private        | 24  |
| Ciments Français         | Cement          | Pierre Comte              | 13             | 1.0                  | Private        | 11  |
| Cerus                    | Holding         | Carlo de Benedetti        | 11.8           | 1.0                  | Private        | 11  |
| CMB Packaging            | Packaging       | Jean-Marie Descarpentrie  | 21             | 0.9                  | Private        | 15  |
| Schneider                | Electricals     | Didier Pineau-Valencienne | 48             | 0.9                  | Private        | 15  |
| Sanofi                   | Pharmaceuticals | Jean-François Duhocq      | 17             | 0.9                  | State          | 18  |
| Valeo                    | Car parts       | Noel Goutard              | 20             | 0.8                  | Private        | 8   |
| Air France               | Airline         | Bernard Attali            | 40             | 0.8                  | State          | —   |
| Canal+                   | Television      | André Rousselet           | 5              | 0.8                  | Private        | 16  |

### BANKS AND FINANCIAL INSTITUTIONS

| Crédit des Dépôts  | Financial institution | Robert Lion            | 1,428 | 4.6 | Administration | —  |
|--------------------|-----------------------|------------------------|-------|-----|----------------|----|
| Crédit Agricole    | Postal bank           | Yves Lévy              | 1,000 | 4.5 | Mutual         | —  |
| Sud                | Merchant bank         | René de la Genière     | 725   | 4.1 | Private        | 62 |
| Société Générale   | Commercial bank       | Marc Vianot            | 1,017 | 3.6 | Private        | 37 |
| Paribas            | Merchant bank         | Michel François-Poncet | 807   | 3.4 | Private        | 46 |
| BNP                | Commercial bank       | René Thomas            | 1,143 | 3.4 | State          | —  |
| Crédit Lyonnais    | Commercial bank       | Jean-Yves Haberer      | 1,220 | 3.1 | State          | —  |
| Compagnie Bancaire | Financial services    | André Lévy-Long        | 221   | 1.1 | Private        | 13 |
| CIC                | Commercial bank       | François Cottet        | 103   | 1.0 | State          | —  |
| Credit National    | Long term credit      | Paul Mentré            | 113   | 0.8 | Hybrid         | 7  |

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Ian Davidson views the political landscape

## Old parties' appeal slips

BY MOST conventional indicators, the politico-economic situation in France should be set on a predictable and stable course for several years. But there are peripheral signs which suggest that the underlying situation is not all that stable, that the traditional political parties may need to rethink their policies and their rhetoric, and that if things are out of kilter, the constitution may be partly to blame.

In the short run, the conventional indicators are not necessarily wrong. The Socialist government of Prime Minister Michel Rocard looks likely to remain in power without too much difficulty until the general election of 1993. The absence of an absolute majority in parliament is a handicap, but is largely compensated for by the divisions within the right and centre-right opposition as well as by the reluctance of the Communists to vote the Socialists down.

The prospect of continuing rapid economic growth should be a major electoral asset for the Government, especially when it is achieved through conservative economic policies which the right-wing opposition cannot easily attack. By the same token, a change of government would be unlikely to result in a major change in policies. A conservative ministry would no doubt revive the privatisation programme which was interrupted by its electoral defeat in 1988, and it might also rescind the Socialists' wealth tax; but in most other respects the conservatives would be unlikely to make vast changes in the economic agenda of the Socialists.

A similar consensus between left and right would be likely to ensure continuity for the Socialist Government's strongly pro-European policy. The Gaullists are beginning to back away from some of the most far-reaching aspects of the long-term goal of economic and monetary union, such as the creation of a single European currency; and some of them would be touched on a raw nerve if the question of a more integrated European defence became a live issue.

But none of the respectable parties, whether of left or of right, has cast any serious doubt on the broad principles

of President Mitterrand's pro-European policy, notably the twin planks of liberal markets and stronger Community institutions.

The appearance of stability on the French political scene is made flesh in the stability of the cast of characters.

On the left, Mr Rocard has for many years been the youthful darling of the French public, always about to challenge for the top spot, never quite challenging. Through luck, judgment and patience, he now appears virtually certain to be the favourite to take over from

**The prospect of continuing rapid economic growth should be an electoral asset for the Government, especially when achieved through conservative economic policies the right-wing opposition cannot easily attack**

Mr Mitterrand as the Socialist party's standard-bearer in the 1995 presidential elections.

On the right, the faces are even more familiar. Mr Jacques Chirac has twice run for the presidency, and twice lost. As leader of the Gaullist party, he seems likely to run yet again. Former President Valéry Giscard d'Estaing seemed condemned to the wilderness after he was defeated by Mr Mitterrand in the 1981 presidential election. But with remarkable courage, he has climbed back from the bottom to firmly establish himself astride the UDF umbrella grouping of centre-right parties.

Both these elder statesmen proclaim the obvious truth that the right must be united if it is to have a serious chance of getting back into power. But neither is yet prepared to surrender the leadership to anyone else. Younger politicians, both in the Gaullist party and in the UDF, have made various unsuccessful attempts to break the grip of Mr Chirac and Mr Giscard on the established party machines.

In the spring of 1989, a dozen young politicians led by Mr Michel Noir, the Gaullist mayor of Lyon, embarked on a half-hearted attempt to set up a cross-party "reformist" movement embracing both the Gaullist Party and the UDF. But they were soon cowed by the party bureaucracies.

This spring Mr Noir has

made a new attempt to create an inter-party group, with the title *La Force Unie*, in partnership with Mr François Léotard, leader of the centre-right Republican Party. But there is no sign that they are succeeding in shaking the established party machines.

On the contrary, it seems evident that Messrs Chirac and Giscard will both be determined to run in the 1995 presidential election, excluding all their younger rivals. On current polls, however, neither would have a chance of beating the Prime Minister.

**This year's census, the first for eight years, throw much light on the picture**

Mr Rocard's presidential prospects have been enormously strengthened by the in-fighting within the Socialist Party (PS). The personal preference of President Mitterrand would have been to hand over the banner to his young favourite, Mr Laurent Fabius, president of the National Assembly. But Mr Fabius blew his chance to take control of the PS by storm, and succeeded only in precipitating a damaging split. As a result, the President now acknowledged that Mr Rocard is the obvious party candidate.

These pre-presidential manoeuvres are no doubt the inevitable consequence of a constitution based on presidential power. They take too little account of the parliamentary arithmetic and the next general elections will take place two years before the presidential elections.

The problem is that the polls seem to indicate a serious weakening of the appeal of the traditional parties, both of right and left.

The Socialists are suffering the effects of two years in power, with a poll support of only 28 per cent, compared with over 37 per cent at the 1988 general election. But the Gaullists and UDF are also worse off, with a combined support of only 35 per cent.

In contrast, the Ecologists are getting 12 per cent to 13 per

cent support, while Mr Jean-Marie Le Pen and his extreme right-wing National Front is scoring 13 per cent to 15 per cent. The strength of support for the National Front may be a temporary phenomenon, in response to the current surge in tension over France's immigrant problems. But the overall impression of these figures is that there is widespread popular disenchantment with what is on offer from the traditional political parties.

This disenchantment may be a reaction to the consensus overlap between left and right.

If the traditional parties agree on so much, whether on economic or on foreign policy, the dispossessed may turn to the eccentric fringe. Already in the 1988 elections there were signs that the traditional parties had lost touch with ordinary people, and their over-familiar leaders may have lost further ground since then. If the latest figures were translated into votes, a coherent parliamentary majority might be difficult to stitch together, whether on the left or on the right; unless, of course, the respectable conservative parties were to do a deal with the National Front.

Respectable conservatives

profess horror at the racist propaganda spread by Mr Le Pen, and disclaim any idea of a deal. But they are all looking for a way to pick up his votes, without being observed.

The dilemma is acute, because the Le Pen factor will make even more difficult the creation of a united conservative party. Some populist Gaullists are tempted to fling with the ultra-right, but the CDS centrists are naturally repelled. If there were a single big conservative party, it could contain a right-wing strand without difficulty; but the tensions between the right and the centre make it difficult to create such a party.

The danger is that these tensions, between the need for political consensus and the need for antithesis, will remain unresolved, and may cause the political system to become unstable. At the very least, none of the established political forces appears at present to be making a compelling emotional appeal to the anxieties of the French electorate.

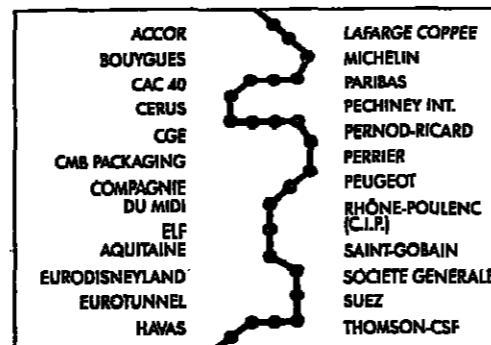
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*The other good news is liquidity. For example, in the first five months of this year we've traded more than six billion francs' worth of premiums. And another example: last year trading in options on the CAC 40 index represented 19 per cent of total volume. This year it's jumped to a whopping 36 per cent—averaging 150,000 contracts per month.*

*MONEP, twenty-three good reasons to lay it on the line.*



**MONEP: The market on the move.**

**MONEP**  
THE PARIS TRADED OPTIONS MARKET

CMB PACKAGING

PECHINEY INTERNATIONAL

RONALD FILION

## The Socialists get tough

**THE DEBATE on immigration in France is taking its tone more from fear than from facts. A sign is that the concept of a "threshold of tolerance", with its implicit threat of a white backlash, has slipped into respectability, adopted not only by the politicians but also by the President.**

**At what level of immigration tolerance snags is not specified, nor can it be. In this debate, the figures are as elusive as the facts.**

**Nor does this year's census, the first for eight years, throw much light on the picture.**

**The "immigrants" on which focus is typically Muslim and of North African origin. He or she may well hold French nationality. The second generation, also widely perceived as "immigrants", will almost certainly hold French papers, or have the right to. The census covers foreigners in terms of nationality. It does not ask an ethnic question. It thus includes as foreigners categories within the EC not popularly perceived as immigrants, and classifies as French many who are felt to be alien. Of the former, the Portuguese are the largest group; of the latter, the Algerians.**

**A working estimate of the literally foreign population is around 4.5m, of which some 40 per cent is from the Maghreb. Overall immigrant births were 3.6 per cent of the total in 1988. Average family size is diminishing among Algerians, not yet among the more recent arrivals from Tunisia, Morocco and Turkey. Primary immigration from the Maghreb is now a trickle. Family reunions from all sources are on the decline but cumulatively they have brought several hundred thousand to France in the past decade. Asylum-seekers doubled last year to 80,000.**

**The political polemic centre on clandestine immigration. Here the figures are useless: the range starts at around 300,000 and goes as high as 1m. Legal and illegal categories tend to merge in a grey area of semi-official overstayers, such as students and asylum applicants eventually turned down.**

**But the dilemma facing the orthodox parties far exceeds the issue of illegal immigration. The so-called "immigration**

**grants" debate exposes uncertainties about national identity in a country still (to outsiders) intensely nationalistic.**

**The rise and rise of Mr Jean-Marie Le Pen, the extreme right-wing National Front leader, has been aided by events of the past year. The Rushdie affair provoked disquieting fundamentalist echoes, followed last autumn by the "headscarf affair," which assumed a disproportionate significance as a perceived threat to secular state education.**

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**The rise and rise of Mr Jean-Marie Le**

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## FINANCIAL MARKETS

## Paris takes on London

LAST YEAR, foreign investors nearly tripled their purchases of French stocks and shares to FF190.6bn, with equities and Treasury bonds and bills leading the way.

The figures were statistical confirmation for Mr Pierre Bérégovoy, the Finance Minister, that foreigners were learning to love the French economy, which had already begun to win plaudits from outside observers, such as the Organisation for Economic Co-operation and Development.

Mr Bérégovoy's Ministry proudly announced that the investment surge "expresses the confidence of international investors in the franc and in the prospects for the French economy."

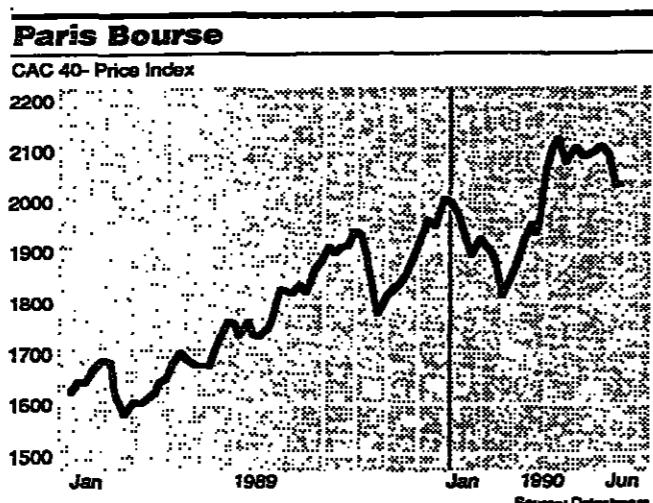
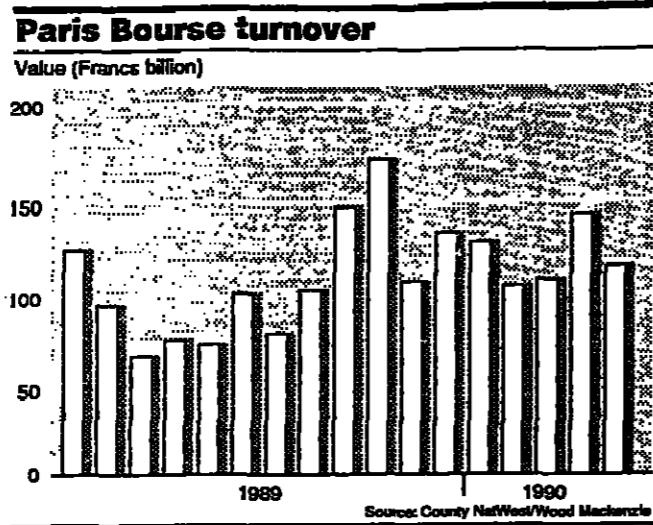
The figures also illustrated the strides the French capital markets have made, reinforcing Paris's eminence among the financial centres of continental Europe. It is perhaps the only European centre in a position to compete head-on with London.

A conscious policy of deregulation, carried through by successive left-wing and right-wing finance ministers, has provided France with the tools for international financial operations. These include formal stock, bond and futures markets, liquid interbank markets in short-term instruments, foreign exchange and derivative products, and since the beginning of this year, free capital movements.

Deregulation of the capital markets and a progressive end to the multiplicity of specialised and often subsidised lending circuits that characterised France 10 years ago led to an explosion in bond market activity in the first half of the 1980s: from FF105bn of new issues in 1981 to a peak of FF347bn five years later.

This growth was too rapid to continue, but new issue volumes have been sustained at FF346bn in 1988 and FF329bn last year, with non-state issuers now, once again, claiming a growing share of the pie.

Primary equity issues have displayed an even more explosive growth. From an average



of just over FF30bn a year in the early 1980s, new equity issues took off to FF73bn in 1988. But they recovered to FF59bn last year. In the shorter term markets, growth has been equally spectacular.

At the end of May, the Bank of France counted FF670bn of certificates of deposit and short-term notes in issue from banks and financial institutions.

The commercial paper market, created only at the end of 1985, has maintained FF172bn in 116 different issuers.

The Paris foreign exchange market has also developed, and

a Bank of France survey last year also showed daily turnover averaging \$25bn - less perhaps than London, but doubled in the space of three years.

The market has also turned to more complex derivative products: the Bank of France estimates that there are FF500bn of foreign exchange options outstanding, for example, while according to Crédit Lyonnais, the state-owned commercial bank, Paris trades FF5bn a month in caps and floors, with liquidity as good at 10 years as at six months, and boasts a thriving covered warrant market developed principally by Société Générale, the privatised bank.

Reinforcing these markets is a formidable effort to improve back-office functions, most notably through the Relis stock exchange settlement system that is gradually coming into operation this year.

All the same, some French bankers still admit that Paris has been unable to take advantage of the economic difficulties of the UK to catch up much ground from London - although French banks have snapped up some of the British fund management groups available for acquisition.

They fear that the current buoyancy of the French market may owe too much to France's favourable economic conditions, and too little to French institutions' capacity to steal business away from their UK financial counterparts.

But as Mr Philippe Lagayette, deputy governor of the Bank of France, points out, Paris's development as a financial centre has been inextricably linked with healthy expansion in the French economy.

"Financial globalisation is a fact of life, but that does not break the link between financial activity and the real economy; a financial centre depends on the soundness of its economy and the soundness of the main currency in which business is conducted," Mr Lagayette said at a recent conference.

George Graham

## EDUCATION

## A push for greater equality

EDUCATION HAS always had a high profile in France.

It is an issue which brings crowds out into the streets and can be a graveyard for ministers who fail.

But it also incites celebration. To those used to the stratified and decentralised English system, the day of the philosophy examination for the baccalauréat provides an impressive demonstration of national values. It is a pity that Mrs Angela Rumbold, the UK Education Minister, who begins an official visit to France today, was not around to see teachers and, better still, government ministers being asked by the media to produce instant and convincing answers in three philosophical parts.

Education has a particularly high political profile. Campaigning for a second term of office, President Mitterrand made it his priority of priorities and that has gone into the Government programme.

At one time, Mr Michel Rocard wanted to keep education for himself, in addition to being Prime Minister. The Minister, Mr Lionel Jospin, who as a former Socialist Party secretary, was destined for a high prestige job, controls a FF210bn budget for a system which has 11.5m pupils and students, of whom 1.5m are in universities, and more than 800,000 teachers.

In fact, it has sometimes seemed that education has been almost too much in view, every week bringing a new policy statement.

Take the main ones over the past 18 months, there has been a renewed commitment to get no less than 90 per cent of the age group to baccalauréat level; there is an expansion plan for the (non-selective) universities which are expected to have another 300,000 students over the next five years; there is a

programme to attract more teachers into an expanding profession, including raising pay and status significantly, and reforming teacher-training.

Curriculum policy has become much more widely consultative. A European ambition is avowed.

"Education should be more open in method and content to international co-operation and the construction of Europe," says the July 1989 Education Act, which caps it all and which, in the declaratory way of French law, brings these

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The French system, a byword since Napoleon's time for centralisation and uniformity, is working hard to be more flexible and diverse

and, in the other side of the fence, where unskilled work is being decimated, employers are crying out for a more skilled workforce at every level, capable of adapting intelligently.

Here, France comes out worse than Britain, with a higher rate of the young unemployed. It is here that Mrs Rumbold has come to give that the French and British systems are at much the same stage of development and are locked into the same economic trends.

For while the thinking which has led to the new British Education Act emphasises greater "consumer" choice on one hand and more policing by central government, the French approach has been very different. Two aspects sum that up. The first is the way the French have defined the context in which to make edu-

cation more effective. The second lies in decentralisation, which becomes more real day by day. The French system, a byword since Napoleon's time for centralisation and uniformity, is working hard to be more flexible and diverse.

Among the strands which have led to this new policy are, first of all, the need to come to terms with social and economic trends. Demand for qualifications is very high. The classical baccalauréat of the lycées which was awarded to 10 per cent of the population 30 years ago now goes to over 30

per cent. The new technical and commercial streams account for 15 per cent more.

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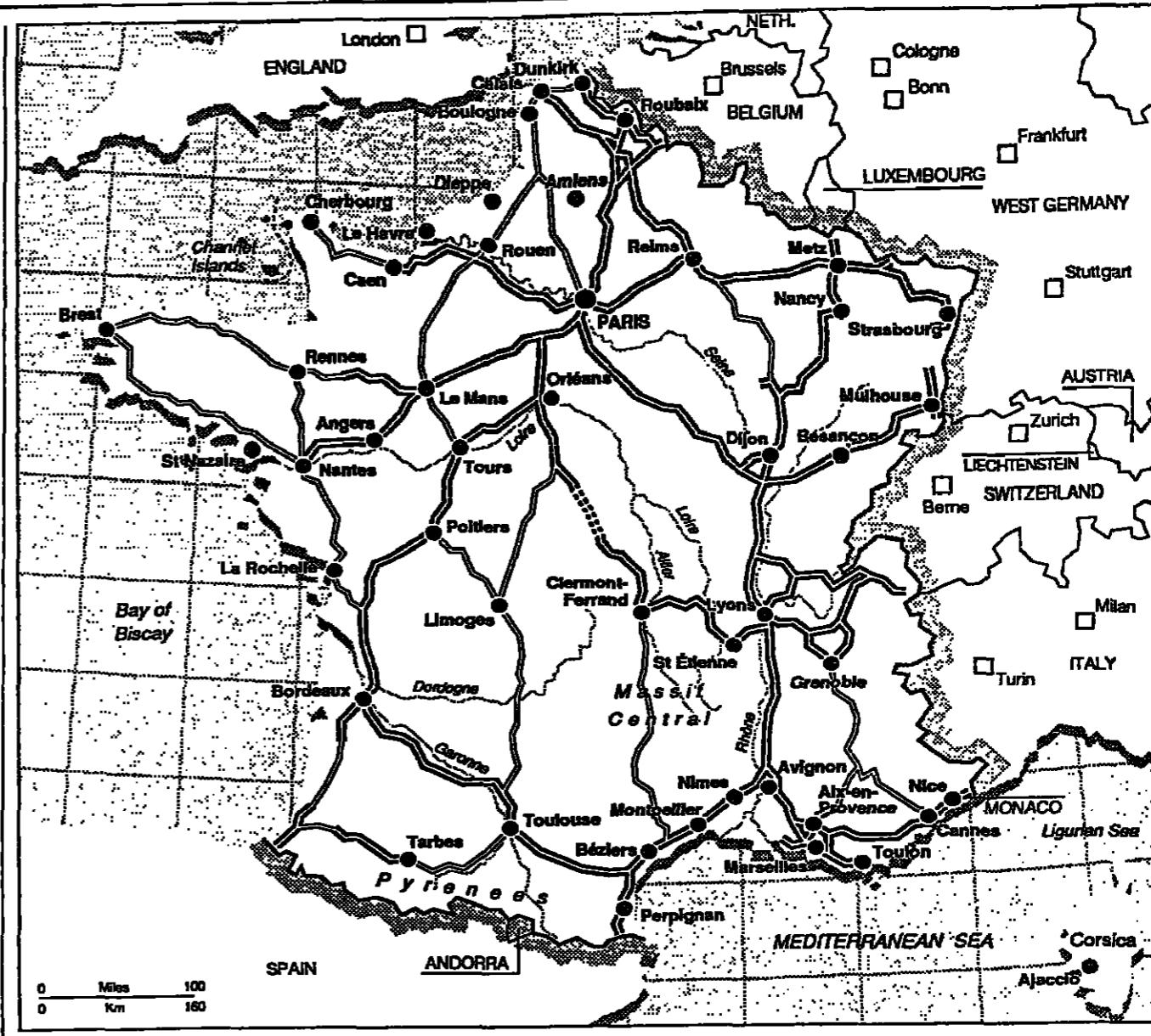
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## FRANCE 10



## KEY FACTS AND ECONOMIC INDICATORS

| Area                                | 549,200 sq km                 | Average exchange rate             |
|-------------------------------------|-------------------------------|-----------------------------------|
| Population                          | 55.75 million (1988 estimate) | 5.96 Francs per \$ (1988 average) |
| Head of State                       | President François Mitterrand | 6.38 Francs per \$ (1989 average) |
| THE ECONOMY                         |                               |                                   |
| Total GDP (\$bn)                    | 955.68 957.66                 | 1988 1989                         |
| Real GDP growth                     | 3.5% 3.3%                     | 9.5% 9.5%                         |
| Components of GDP (%):              |                               |                                   |
| Private consumption                 | 60.1%                         | 7.7%                              |
| Gross fixed capital formation       | 20.3%                         | 12.7%                             |
| Increase in stocks                  | 0.7%                          | -0.7%                             |
| Government consumption              | 18.7%                         | N.A.                              |
| Exports                             | 21.5%                         | 39.2% N.A.                        |
| Imports                             | -21.3%                        | 10.0% 9.5%                        |
| Current account balance (\$bn)      | -3.548 -3.686                 | 33.02 33.02                       |
| Exports (\$bn)                      | 167.5 170.3                   | 2.0% 1.5%                         |
| Imports (\$bn)                      | 173.0 166.2                   | 4.1% 7.9%                         |
| Trade balance (\$bn)                | -5.418 -6.632                 | 3.7% 4.4%                         |
| Export volume (% growth p.a.)       | 6.7% 6.4%                     | 7.5% 8.0%                         |
| Import volume (% growth p.a.)       | 6.1% 7.1%                     |                                   |
| THE labour market                   |                               |                                   |
| Unemployment Total                  | 7.7%                          |                                   |
| Male                                | 12.8%                         |                                   |
| Female                              | 5.4%                          |                                   |
| Employment growth                   | -0.7%                         |                                   |
| Employment participation rate       | 57.2%                         |                                   |
| Dependency ratio                    | 39.2%                         |                                   |
| Financial sector                    |                               |                                   |
| Total reserves minus gold (\$bn)    | 25.324 24.811                 |                                   |
| Gold reserves (\$bn)                | 33.025 33.025                 |                                   |
| Gold price as % of GDP              | 2.0%                          |                                   |
| Net growth rate                     | 4.1%                          |                                   |
| Net growth rate                     | 3.7%                          |                                   |
| Net growth rate                     | 7.5%                          |                                   |
| Interest rates (monthly averages):  |                               |                                   |
| Discount rate                       | 9.50%                         | 9.50%                             |
| Commercial banks prime lending rate | 9.40%                         | 9.78%</td                         |

William Dawkins on the development of cheap and plentiful nuclear power

## The EC's largest energy exporter

AN INDEPENDENT nuclear-based source of power has been at the heart of France's energy policy since the 1973 oil price shock - and so it will remain for the foreseeable future.

Successive governments, left and right, have pursued that aim with remarkable consistency over the years, an industrial version of the consensus that maintains France's independent nuclear deterrent.

The Government argues the country's meagre coal resources and the moderate size - at least on the global stage - of Elf Aquitaine and Total, the state-controlled oil and gas companies, give it little option. This is all the more true at a time when some analysts are forecasting a 70 per cent rise in world energy consumption between now and 2020. Mr Roger Fauroux, the Industry Minister, laid a recent parliamentary debate.

The fast expansion of France's publicly-owned nuclear power capacity over the past decade has laid the Government open to charges of dumping cheap electricity surpluses on its European neighbours and stretching European Community competition rules to the limit - allegations it strenuously denies.

All the same, it is a striking achievement. France is not only the world's second largest provider of nuclear-powered electricity after the US, but it is the country with the world's highest dependence on nuclear power in relation to its consumption, a position which causes much less of the popular worry about nuclear safety than bedevils Britain's and West Germany's smaller nuclear programmes.

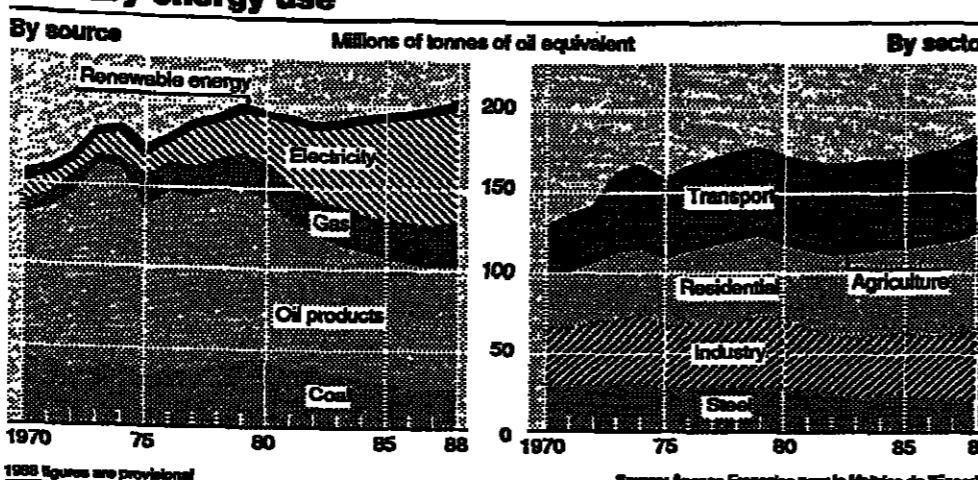
It provides just under half of its own power needs - more than twice as much as before the first oil shock - and has enough left over to be the EC's largest energy exporter.

Électricité de France (EdF), the state-owned electricity board, derives 80 per cent of its power from nuclear plant and provides French industry with some of the cheapest electricity in the EC.

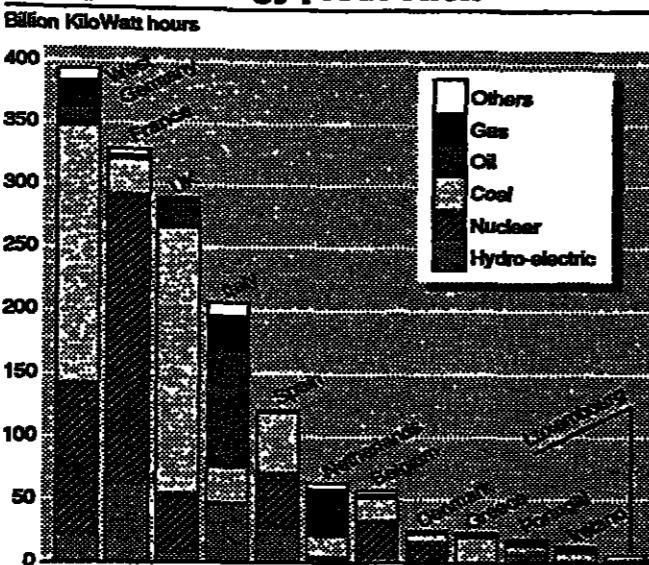
Its 55 reactor units, with a capacity of 52,000MW, provide about a third of the country's primary energy consumption, compared with 45 per cent for oil and gas. Moreover, EdF's gross electricity exports, negligible in the early 1980s, reached FF15.2bn last year, 15 per cent more than in 1988.

The Government's priority is to hold onto that position, and also push for fewer barriers to cross-border sales of electricity

### Primary energy use



### European energy production



### Deregulation of telecommunication services

## Shackles to be removed

FRANCE TELECOM has won a long campaign to throw off its political shackles so that it can operate more freely in the increasingly competitive European telecommunications market.

The deregulation of France's telecommunications industry, which passed its main parliamentary hurdle last month, will from next January remove France Télécom from the control of the Posts and Telecommunications Ministry - where it had the status of the government department.

It will allow the organisation to manage its own affairs as independently of political control as most of its European competitors. This is a another brand of deregulation than has been the case in the UK or even West Germany. It also falls well short of the telecommunications privatisation wanted by the previous right-wing government, but frustrated by the unions.

Even so, this is one of the biggest legislative tasks to have been tackled by the Socialist administration, as well as a prime example of how the Government is happy to encourage the public sector to become more entrepreneurial and aggressive.

The philosophy behind the plan is to help the telecommunications authority become more internationally competitive ahead of the liberalisation of telecommunications services across the EC in 1993, while at the same time preserving the organisation's public service ethic.

It splits the telephone and postal services into separate independent organisations, in contrast to their old status of ministry departments, a set-up only shared by an eccentric European minority of Denmark and Luxembourg.

The plan coincides with new rules laying out for the first time in which areas of data communication - its fastest growing and most profitable service - France Télécom will lose its monopoly.

In line with the EC telecommunications services directive, France Télécom would keep its monopoly on the basic network and voice phone services.

The supply of terminal

equipment like telefax machines and telephone handsets and value-added services like home banking, will be open to competition, but subject to strict licensing conditions. Initially, the Government wanted to keep a public monopoly on basic data switching - the simple transfer of computer data - but softened that position to allow competition on condition that private companies do not undercut France Télécom.

"If the public service has to connect everybody, even if it costs money, and the competitors cream-skin all that is profitable, that is the end of the public service," argued Mr Bruno Lasserre, head of the DRG, the telecommunications regulatory authority.

France Télécom, one of the country's biggest industrial

employers with sales of FF94.5bn last year and 155,000 staff, will be run as a state-owned service company, along the same lines as the SNCF.

The DRG regulatory body will stay in the ministry. While Mr Lasserre insists that the DRG police the service independently of political influence, his status contrasts with the full independence granted to Ofet, the DRC's British equivalent - a reminder of the strength of the public service ethic.

In giving France Télécom its freedom, Mr Paul Quiles, the Telecommunications Minister, was partly responding to the wider European pressures.

These were highlighted in an independent report he commissioned last year from Mr Hubert Prévot, former head of the national planning agency, which was the domestic trigger for these changes.

But Mr Quiles was also being urged on by the management of France Télécom itself, keen to shake off a heavy anachronistic political control that dates from 1937, when Louis Philippe was attempting to regulate the early telegraphic service. There is a perception that

the heavy hand of the state was a help in modernising the basic service during the 1970s and 1980s, but that a lighter touch is now needed.

Moreover, France Télécom felt hampered by having its budget frequently raided by other government programmes at a time when it needed to invest heavily in new services like mobile telecommunications and integrated services digital networks for simultaneous voice, data and picture transmission.

In the past two decades, France has moved from having one of Europe's worst telecommunications services to one of its best, with business and domestic phone charges among the world's lowest, the world's largest data switching network and the greatest availability of digital transmission.

It has created Minitel, the world's largest videotext service, with more than 5m free terminals in French homes and offices. It gives access to several thousand services from erotic messages - said to be on the decrease - to home banking, share prices, tele-shopping and travel bookings and is just beginning to explore export markets.

Yet France Télécom has missed the odd trick. It is behind the game on mobile phones, where the density of mobiles in use in France is a mere fifth of that in Britain and one twentieth of Scandinavia. Some observers blame this on Government pressure to concentrate on Minitel and installing fibre optic cables, at the expense of other services.

However, France Télécom is now working hard to catch up. Trials are about to start for a Telepoint-style pocket phone service, in which subscribers make calls from near base stations dotted around in public places. A full service is scheduled nationwide for the mid-1990s.

Suppliers' and customers' organisations equally welcome the prospect of change, on the

grounds that France Télécom should be easier to do business with as a public company than as part of the powerful PTT Ministry. At present, says Mr Jean-Claude Lavenir, head of SBT, the telecommunications equipment makers' association, the Government is "judge and jury in its own case." Mr Jean-François Berry, head of the telecommunications users' organisation, is pleased with the service, but agrees that change is needed.

Yet the reform could also make life harder for French suppliers if it makes it easier for France Télécom to pursue a less nationalistic purchasing policy, something it is already being obliged to do by the pace of technological change. To keep its networks up to scratch, France Télécom is obliged to look abroad for suppliers more than in the past, since the domestic industry cannot be expected to supply all of its increasingly complex needs.

Giants like Alcatel, the domestic supplier, can compete, partly thanks to the Government's supportive industrial policy of the past decade, but also helped by its merger with the telecommunications activities of ITT of the US, creating Europe's largest telecommunications equipment group.

Smaller producers like SAT, 15 per cent owned by Matra, may be vulnerable without alliances with larger foreign groups, fear observers.

It says something about France's generally more liberal climate that Mr Quiles managed to negotiate the reform smoothly through the unions representing the 435,000 staff of both organisations, a task that failed his predecessor in the previous Gaullist administration, Mr Gérard Longuet.

They were initially fearful of losing their status as civil servants, but have accepted promises that their jobs will be just as protected under the new scheme. Mr Quiles also negotiated cleverly, by using European pressure for liberalisation to lean on the unions, while at the same time using the unions' anxieties to push successfully - for a more cautious EC directive than the European Commission had wanted.

Suppliers' and customers'

The advantage this gives French power users is one reason why the country is attractive to energy-intensive industries such as paper making, where several Scandinavian companies have bought or invested in France in recent years. Among them is Finland's United Paper Mills, which plans by the end of this year to open a new plant for its French subsidiary, Stracel.

It will consume the equivalent of a quarter of the electricity used by the nearby city of Strasbourg.

It is no surprise that some of EdF's largest supply contracts, with Pechiney, the state-controlled packaging and aluminium group, and with US-owned Exxon Chemicals have been scrutinised very closely by Sir Leon Brittan, the European Commissioner for Competition Policy. The Commission obliged Pechiney to accept slightly higher electricity prices than planned for what will be the company's biggest aluminium smelter at Dunkirk in northern France, and is meanwhile considering whether the Exxon scheme includes an illicit state subsidy.

EdF's prices are set in renewable four-year operating plans agreed with the Government. The most recent, from the start of 1989 to the end of 1992, targets a FF120bn reduction in EdF's FF223bn debts, sets objectives for improving services and binds EdF to hold price rises at 15 per cent below the inflation rate.

In contrast, Mr Delaporte cannot accept the existence of a surplus after the "catastrophic" experience of last year's unusually hot summer. The drought made EdF short of water to cool its nuclear power stations and hampered its ability to make up the gap with older hydro-electric plants. As a result, it had to use more expensive coal and oil-fired power generation, a factor behind EdF's FF15.2bn loss last year. Far from reducing its capacity, EdF is building another eight units, due to come on stream in 1993.

Another feature in EdF's loss in 1989, the second consecutive year of losses and the sixth time in the past decade, is the Government's policy of holding price rises well below the inflation rate. Meanwhile, EdF has made its first contacts with eastern Europe, with the sale last year of computer-aided design equipment for power stations to Hungary, Czechoslovakia and the Soviet Union.

Critics maintain that France has overdone its nuclear policy. An over-ambitious plant building programme in the 1980s has left it with a power surplus that overhangs the European energy market, they say. But Mr Fauroux and Mr Pierre Delaporte, EdF's chairman, could not disagree more. The two men do not see eye to eye on several matters, notably

on the low price policy makes it difficult for its competitors and the Brussels Commission suspect that it is deliberately selling at a loss, argues EdF's management.

Mr Delaporte has remarked more than once that EdF's state shareholder appears to believe that it is "indiscreet" for public service companies to make profits.

Mr Delaporte's industrial customers would probably not agree. For they benefit from the lowest electricity prices of any EC country apart from Denmark, 45 per cent below UK rates for larger companies and 54 per cent less than West Germany's.

But for the future, it looks as if the Government's energy policy will continue as before, so that companies operating in France can continue to count on cheap nuclear electricity.

## BANKING AND INSURANCE

## Alliance pressures

A YEAR ago, French bankers and insurers were taking up positions in a heated and largely theoretical debate on whether their two trades could be successfully merged to form a single concept of "bancassurance".

Even then, it was obvious that neither side was willing to sacrifice opportunities for extending their product ranges or broadening their client lists on the altar of dogmatic purity.

A year later, it is even clearer that pragmatism is the guiding principle, bankers and insurers have developed a renewed respect for the specificities of their own professions.

Banks and insurance companies face their own sets of pressures - tighter regulations, changing competitive conditions - and it has become clear that an alliance between the two can only respond to some of these problems.

French banks, like those in most other leading banking centres, are being compelled by the mounting pressures of the Cooke capital adequacy ratios to reconsider the businesses they are active in and, in some cases, to restructure radically.

The 16 largest French banks at the end of 1988 had capital bases covering 8.6 per cent of their total risks, according to the Cooke ratio definitions.

Or the stricter definitions to come into effect in 1992, however, this ratio drops to 7.5 per cent, below the 8 per cent that will be required. They will, therefore, need to strengthen their capital bases in order just to stand still, let alone to permit them to expand their activities.

For the smaller banks, the effect of the Banking Commission's tighter surveillance, evident for three years, has been dramatic. The Banking Commission's requirement that each bank should progressively build its bad debt provisions up to the average of the profession, now followed by the application of the Cooke ratios has triggered an enforced restructuring of the French banking sector.

But for the future, it looks as if the Government's energy policy will continue as before, so that companies operating in France can continue to count on cheap nuclear electricity.

The effects have been most striking in the areas of Middle Eastern and consortium banks. Noisy failures such as United Banking Corp or Lebanese

Arab Bank, and less noisy bail-outs such as Kuwaiti French Bank, have had only limited effect, but not all the difficulties have been on such a small scale.

Al Soudan Banque

left losses over FF120m to be borne by the rest of the French banking profession, while Banque Arabe et Internationale d'Investissement (BAI) could have presented problems on the same scale had not Banque Nationale de Paris (BNP), the largest state-owned bank and one of BAI's main shareholders, stepped in to inject fresh equity and take a large portion of the consortium bank's troubled loan portfolio onto its own books.

Analysts estimate, nevertheless, that BAI will cost BNP less than Banque Internationale pour l'Afrique Occidentale

### Even the biggest banks, whose capital bases need no outside support, face pressures

(BAIO), a West African consortium bank where, once again, it is having to pick up the pieces as reference shareholder. BAI had already cost BNP over FF1.5bn by the end of 1988, and the liquidation of its Paris operations and withdrawal from its three main offices in Senegal, Cameroon and Côte d'Ivoire is expected to cost several hundred millions more.

This enforced restructuring

has reached as far as the Banque Française du Commerce Extérieur (BFC), the foreign trade bank which has now

obtained the banque d'assurance générale de France (AGF), the state-owned insurance company. Monsieur Hottinguer at Cie, the oldest bank in France, has also felt the wind blow and has converted, after two centuries of existence, into a limited liability company.

Even the biggest banks, which have comfortably provided 50 per cent or more of their sovereign debt risks and whose capital bases need no outside support, face pressures: in particular, that of trimming their sometimes overweight branch networks and staffing

rosters in order to compete. A series of rumbling strikes last year, most notably at the BNP, provided an ominous warning of problems to come with net-work restructuring.

Insurance companies do not face the same capital adequacy imperatives as their banking counterparts, but they have undergone a thorough overhaul of the insurance code which governs their activities, and they confront similar problems in adapting their distribution networks to new competitive conditions.

It is no longer fashionable, as it was little more than a year ago, to suggest that tied insurance agents, the dominant distribution form in France, are uncompetitive and doomed to extinction.

Nevertheless, traditional insurance companies must rethink their relationships with their tied agents and create new organisational structures, either like AXA-Midi, because they needed to merge four separate and competing networks into a group, or simply to match the competition of France's direct sales mutuals, for the most part extremely efficient.

Yet French insurers have been most visible recently in their efforts to gain market share throughout Europe with a series of substantial deals: the grouping formed by Victoire, now owned by the Suez investment and banking conglomerate, with Colonia/Nordstern in West Germany, Nieuw Rotterdam and Baltic in Denmark, or UAP's recent push into the assistance and emergency services field with the FF150m acquisition of Spain's Gesa.

There are two aspects not directly linked to economics of scale which explain the fantastic battle being played out today on the European scene. The first is the concentration of networks: we are fighting not so much for size, as for presence and market share in various countries," commented Mr Michel Albert, chairman of AGF, at a recent conference.

"The second aspect, a bit more perverse, is that when the whole market is involved in a spiral of concentrations, you have to get involved yourself."

George Graham

# BNP: THE FUTURE IN HAND

1989: BRISK ACTIVITY, STRONG INCOME GROWTH.

In the midst of an extraordinarily eventful year and an international context of economic growth and financial market volatility, BNP successfully reasserted its basic ambitions: strengthening its position as leading universal bank in France and playing a major role in banking in Europe and the rest of the world.

In France and abroad, BNP increased market share, developed networks, enlarged the range of its products and services, modernized its operating facilities and strengthened its financial structures.

Professionalism, quality and innovation are the key values of our corporate plan, serving every category of customer. BNP has its future well in hand.

## THE LEADING UNIVERSAL BANK IN FRANCE

1989 was a year of brisk activity for BNP, with strong growth in deposits, lending, asset management and financial transactions.

The bank thus enlarged its share of the market, particularly with respect to private customer and small and medium-sized company lending. At the end of 1989, assets managed by BNP (deposits, UCITS, life insurance) reached FRF 480 billion, increasing by 12.8%.

The agreement with UAP enabled BNP to offer a broader range of services and to diversify channels of distribution: "insurance windows" have already opened in a number of branches.

BNP developed its network: Banque de Bretagne joined the Group with its 78 branches and its subsidiary Banque de la Cité.

At the same time the bank increased the pace of modernization of its operating facilities. In its branches, renovated and more functional, 15,000 multi-purpose work stations have been installed, with direct data acquisition capabilities for customer transactions. More than 1,000 BNP automatic teller machines are now available to the public.

On financial markets, BNP bolstered its number one position in share flotations (52 transactions), stock market listings (9 listings on the second market), commercial paper and certificates of deposit.

## A MAJOR GLOBAL PLAYER

In pursuing its international development, BNP has decided to base its growth on a policy of alliances, acquisitions and international development.

A close relationship has been established with DRESDNER BANK. In Italy, BNP has become a shareholder of CREDITO ROMAGNOLO. BNP ESPAÑA alone opened 15 new branches in Spain in 1989.

The bank has returned to countries with which it has historical ties: Algeria, Vietnam, Madagascar. It broadened operations in Indonesia and Turkey and opened a subsidiary in Uruguay. The establishment of a leasing company in the USSR and a financial company in Hungary are the first stages of an active penetration of Eastern Europe.

In view of the Single European Market, BNP launched the first comprehensive line of European mutual funds, based in Luxembourg.

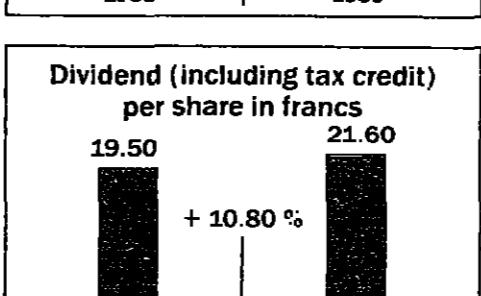
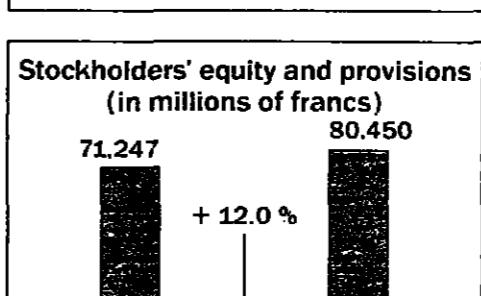
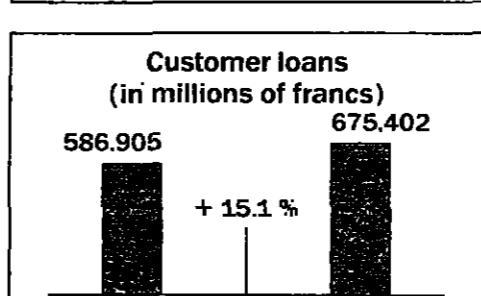
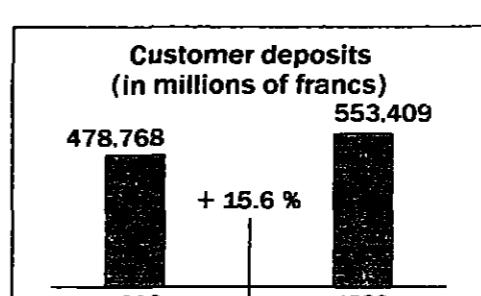
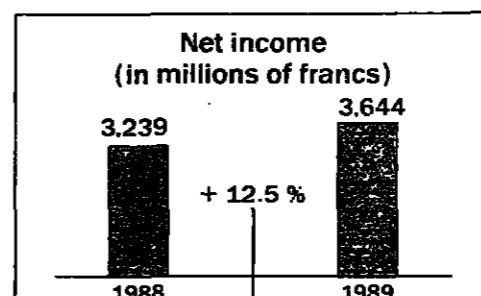
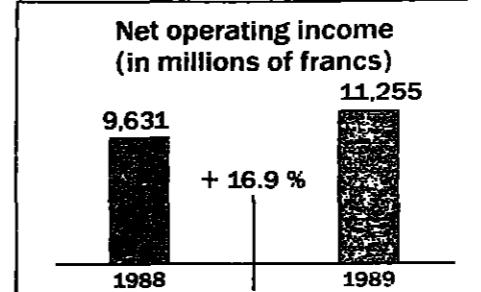
Three figures highlight the increase in BNP's earnings.

For the first time in its history, BNP's net operating income exceeded FRF 10 billion, reaching FRF 11.25 billion, a 16.9% increase.

Net income for the Group rose to FRF 3.65 billion (+ 12.5%).

The dividend, including tax credit, of FRF 21.60 (versus FRF 19.50 in 1988) represents an increase of 10.80%.

## BNP 1989 : KEY FIGURES



WORLD BANKING IS OUR BUSINESS

